1995 DOE Business Management Training Resource Guide

Published by
The Controller's Organization
Lawrence Livermore National Laboratory

September 1995

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Author
Pam Kappelhof

Editors
Elsa Pressentin
Margaret Sands

Designer
Joan Houston

Compositors
Marion Capobianco
Catherine Ulatowski

Disclaimer

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Table of Contents

Introduction

TRADE

Ames Laboratory (Ames)

Argonne National Laboratory (ANL)

Table of Contents, Continued

DOE Headquarters (DOE-HQ)

Los Alamos National Laboratory (LANL)

Lawrence Livermore National Laboratory (LLNL)

Table of Contents, Continued

Lawrence Livermore National Laboratory, Continued

Lockheed Martin (LM)

Battelle, Pacific Northwest Laboratory (PNL)

Table of Contents, Continued

Sandia National Laboratories (SNL)

Westinghouse Hanford Company (WHC)

Table of Contents, Continued

Westinghouse Hanford Company (WHC), Continued

Waste Isolation Pilot Plant (WIPP)

Westinghouse Savannah River Company (WSRC)

Introduction

Overview

Sharing and cooperation between DOE contractor personnel with an interest in financial management training has led to improvements in financial management and lower overall costs of doing business. In November 1993, an ad-hoc committee met at the TRADE Conference to assess the interest level in a collaborative effort to develop financial management training that would increase the qualifications of personnel, in minimal time, at a reasonable cost.

In the spring of 1994, interested persons from Lawrence Livermore National Laboratory (LLNL), Westinghouse Hanford Company (WHC), Westinghouse Savannah River Company (WSRC), and Westinghouse Waste Isolation Pilot Plant (WIPP) met to discuss ways to merge and improve existing financial management training courses and course materials. The group decided to improve an existing course (developed independently by two contractors) that dealt with the same subject and was needed by all contractors.

As a meeting follow-up action item, the LLNL and WSRC versions of the Federal Budget Process and DOE Funding course were presented and critiqued by a focus group of subject matter experts and instructional design specialists in July 1994. The content and training methods of both versions of the course were evaluated and the recommendation was that a new course be developed utilizing the strong points from each. WHC will share the improved Federal Budget Process and DOE Funding course with all sites in the DOE community.

Representatives from all DOE sites and/or contractors were invited to attend the fall meeting of the Financial Management Ad-Hoc Group at the 1994 TRADE conference. A total of twenty-seven individuals from 15 contractors at nine sites attended the meeting on November 3. This group unanimously decided to continue networking for the purpose of sharing training development and implementation, as well as addressing other financial-management related issues. Group members brainstormed about what they could do to mutually improve their financial management knowledge and skill, resulting in a list of 16 broad categories. They developed a list of 20 benefits that could be derived from continuing the Financial Management Ad-Hoc Group.

The group is interested in setting up a central point of contact for sharing financial and business management information. Plans will be discussed at the upcoming FM Ad-Hoc Group meeting at the 1995 TRADE conference.

What's in this Guide?

This guide contains general information about the Financial Management Ad-Hoc Group, information about the TRADE organization, and business management training information from eleven DOE locations.

DOE Sites

Eleven DOE sites sent information for the 1995 guide. Each site has its own tabbed section arranged alphabetically by acronym or short name as follows:

Acronym	DOE Facility
Ames	Ames Laboratory
ANL	Argonne National Laboratory
DOE-HQ	DOE Headquarters
LANL	Los Alamos National Laboratory
LLNL	Lawrence Livermore National Laboratory
LM	Lockheed Martin
PNL	Battelle, Pacific Northwest Laboratory
SNL	Sandia National Laboratories
WHC	Westinghouse Hanford Company
WIPP	Waste Isolation Pilot Plant
WSRC	Westinghouse Savannah River Company

The acronym or short name is also used in the footer to help users identify sections.

An effort was made to present each site profile as consistently as possible. Each profile contains an overview of the site and its training program, a point of contact, and a listing of available courses. Additional information is provided for some sites.

Future Guides

In an attempt to be consistent and ensure that each site is equally represented, we would like to suggest using a basic format for listing the courses. This format will be discussed at this year's meeting. In preparation, please look at the site listings in this guide and be ready to discuss a format that you feel will best meet your needs.

DOE Financial Management Ad-Hoc Group Members

Facility	Site Contacts
Allied Signal Aerospace Company	Mr. Ronald F. Pippert Kansas City Division P.O. Box 419159, M/S: 2D49 Kansas City, MO 64141-6159 phone: (816) 997-3263 fax: (816) 997-5598
Ames Laboratory, Iowa State University	Mr. Bill Sherry 231 TASF Ames, IA 50011 phone: (515) 294-7031 fax: (515) 294-1389 e-mail: sherry@ameslab.gov
Argonne National Laboratory-East	Mr. Richard Blogg 9700 South Cass Avenue Bldg. 201 Argonne, IL 60439 phone: (708) 252-6847 fax: (708) 252-6397 e-mail: rblogg@ANL.gov
Battelle, Pacific Northwest Laboratories	Ms. Barbara Grasher Budget Office P.O. Box 999 M/S: K3-14 Richland, WA 99352 phone: (509) 375-2315 fax: (509) 375-3826 email: ba_grasher@PNL.gov
	Mr. Peter T. Smith P.O. BOX 999 Richland, WA 99352 M/S: K3-14 phone: (509) 376-4673 fax: (509) 373-9474 e-mail: PT_Smith@PNL.gov
Bechtel Savannah River Company	Ms. Regina Alsen Savannah River Site Bldg. 730-1B, Rm. 327 Aiken, SC 29808 phone: (803) 952-9245 fax: (803) 952-9220

Members

Bechtel Savannah River Company	Ms. Linda S. Hell Savannah River Site Bldg. 730-1B, 3043 Aiken, SC 29808 phone: (803) 952-9221 fax: (803) 952-9220
Brookhaven National Laboratory	Mr. Edward Byrne Budget Office Bldg. 460 Upton, NY 11973-5000 phone: (516) 282-5674 fax: (516) 282-3503 e-mail: ebyrne@BNL.gov
Continuous Electron Beam Accelerator Facility	Mr. James LeMaire Administration/Finance M/S: 28A 12000 Jefferson Avenue Newport News, VA 23606 phone: (804) 249-7578 fax: (804) 249-7074 email: LeMaire@CEBAF.gov
EG&G Idaho, Inc.	Mr. Paul Keele P.O. Box 1625 Idaho Falls, ID 83415
Lawrence Berkeley Laboratory	Ms. Patricia C. Jenkins 1 Cyclotron Rd. M/S: 936A-123 Berkeley CA 94506 phone: (510) 486-4301 fax: (510) 486-6282 e-mail: patty@lbl.gov
Lawrence Livermore National Laboratory	Ms. Diane Julian Budget Office Bldg. 217 M/S: 319 P.O. Box 808 Livermore, CA 94551 phone: (510) 422-0125 fax: (510) 423-5156 e-mail: julian1@llnl.gov

Members

Lawrence Livermore National Laboratory	Ms. Pamela Kappelhof Budget Office Bldg. 217 M/S: L-319 P.O. Box 808 Livermore, CA 94551 phone: (510) 422-6171 fax: (510) 423-5156 e-mail: kappelhof1@llnl.gov
	Ms. Mary Linton P.O. Box 808 M/S: L-435 Livermore, CA 94551 phone: (510) 423-0871 fax: (510) 423-7435 e-mail: linton1@llnl.gov
	Mr. M. James Lopez Manager—Finance Department P.O. Box 808 M/S: L-435 Livermore, CA 94550
	Mr. Doug Murdock Employee Development Division P.O. Box 808 Bldg. 571 M/S: L-748 Livermore, CA 94551 phone: (510) 422-9338 fax: (510) 422-4299 e-mail: murdock1@llnl.gov
	Mr. Phillip Schultz Controller P.O. Box 808 M/S: L-1 Livermore, CA 94551
Lockheed Martin Energy Systems, Inc.	Mr. John R. Hickey Oak Ridge National Laboratory P.O. Box 2008 M/S: 6261 Oak Ridge, TN 37831-6261 phone: (615) 576-2323 fax: (615) 576-8346 e-mail: hickeyjr@cosmail2.ctd.ornl.gov

Members

Lockheed Martin Energy Systems, Inc.	Mr. Bryan Kendrick Finance and Business Management/Accounting, Budgeting, and Systems Bldg. 4500N J-240 M/S: 6262 P.O. Box 2003 Oak Ridge, TN 37831-6262 phone: (615) 574-4184 fax: (615) 576-2912 e-mail: dbk@cosmail2.CTD.ORNL.gov
	Mr. Ron Ragland P.O. Box 2003 Oak Ridge, TN 37831-8254 phone: (423) 574-1065 fax: (423) 574-9044 email: ZRR@ornl.gov
Los Alamos National Laboratory	Mr. Donald N. Bryson Deputy Division Director BUS-DO P.O. Box 1663 M/S: P119 Los Alamos, NM 87545 phone: (505) 667-3848 fax: (505) 665-7257 e-mail: bryson_donald_n@lanl.gov
	Ms. Amy Sahota BUS-2 P. O. Box 1663 M/S: P292 Los Alamos, NM 87544 phone: (505) 665-6889 fax: (505) 665-8600 e-mail: AKS@LANL.gov
Navel Petroleum Reserve DOE Field Office	Mr. Michael Berry Financial Manager P.O. Box 11 Tupman, CA 93276 phone: (805) 763-6068 fax: (805) 763-6318

Members

Pittsburgh Naval Reactors Office	Mr. Gary A. White P.O. Box 109 West Mifflin, PA 15122-0109 phone: (412) 476-7254 fax: (412) 476-7310
Safe Sites of Colorado LLC	Mr. Dennis Dillie Rocky Flats Environmental Technology Site P.O. Box 464 Golden, CO 80402-0464 phone: (303) 966-3143 fax: (303) 966-6505
Sandia National Laboratories, Albuquerque	Ms. Carol Christensen P.O. Box 5800 M/S: 0113 Albuquerque, NM 87185-0115 phone: (505) 844-2148 fax: (505) 844-6918 e-mail: clchris@SANDIA.gov
	Mr. Richard L. Shepardson Financial Management & Resource Planning P.O. Box 5800 M/S: 0117 Albuquerque, NM 87185-0117 phone: (505) 844-1132 fax: (505) 844-7284 e-mail: rlshepa@sandia.gov
Southwestern Power Administration	Mr. Gary L. Swartzlander Southwestern Area Power Administration P.O. Box 1619 Tulsa, OK 74101 phone: (918) 581-6803 fax: (918) 581-7530
Stanford Linear Accelerator Center	Mr. Robert Strohecker P.O. Box 4349 M/S: 3 Stanford, CA 94309 phone: (415) 926-2515 fax: (415) 926-4999 e-mail: stro@slac.stanford.edu

Members

Superconducting Super Collider Laboratory	Dr. Ben Prichard Linac 2275 Hwy. 77 North Waxahachie, TX 75165 MS-1081
U.S. Department of Energy	Mr. Frank A. Baca P.O. Box 5400 M/S: OFCFO Albuquerque, NM 87185-5400 phone: (505) 845-5352 fax: (505) 845-4665
	Mr. Donald Griffith 19901 Germantown Road Germantown, MD 20874 phone: (301) 903-2595 fax: (301) 903-1863 e-mail: don_griffitth@HQ.DOE.gov
	Mr. Lynwood Henderson CR-20, Rm. 4A-159 1000 Independence Avenue, S.W. Washington, DC 20585 phone: (202) 586-4185 fax: (202) 586-4504
	Ms. Lynn C. Jeka Golden Field Office 1617 Cole Blvd. M/S: 17/3 Golden, CO 80401 phone: (303) 275-4725 fax: (303-275-4788 e-mail: lynn_jeka@nrel.gov
	Mr. Paul Keele 850 Energy Drive M/S: 1240 Idaho Falls, ID 83402 phone: (208) 526-1064 fax: (208) 526-7407
	Mr. Melvin C. Keller Pittsburgh Energy Tech Center P.O. Box 10940 Pittsburgh, PA 15236 phone: (412) 892-5772 fax: (412) 892-4561

Members

U.S. Department of Energy	Mr. David L. Marks Nevada Operations Office P.O. Box 98518 Las Vegas, NV 89193-8518 phone: (702) 295-1061 fax: (702) 295-3969
	Mr. Paul T. Marquess Oak Ridge Operations Office P.O. Box 2001 Oak Ridge, TN 37831 phone: (615) 576-4446 fax: (615) 576-0006
	Mr. Gary T. Maupin Savannah River Operations Office P.O. Box A Bldg. 703-A, Rm. E-280 Aiken, SC 29802 phone: (803) 725-7366 fax: (803) 725-7565
	Ms. Alice Q. Murphy Richlands Operations Office P.O. Box 550 M/S: A7-29 Richland, WA 99352 phone: (509) 376-6657 fax: (509) 372-2114
	Mr. James Reid Bldg. 4A-139 M/S: CR-2 1000 Independence Avenue, S.W. Washington, DC 20585 phone: (202) 586-4490 fax: (202) 586-8415 e-mail: James.Reid@HQ.DOE.gov
	Mr. Glen E. Trentham Morgantown Energy Technology Ctr. P.O. Box 880 M/S: C01 Morgantown, WV 26507-0880 phone: (304) 285-4761 fax: (304) 285-4469

Members

U.S. Department of Energy	Ms. Barbara Uzell CR-20 M/S: D-111 19901 Germantown Road Germantown, MD 20874 phone: (301) 903-3262 fax: (301) 903-2853
Universities Research Association	Ms. Cindy Lowe 2275 North Highway 77 M/S: 2150 Waxahachie, TX 75165 phone: (214) 935-9000 fax: (214) 923-7548 e-mail: Cindy Lowe.ADMIN_CF@qmail.ssc.gov
West Valley Nuclear Services Co., Inc.	Mr. Cowin Spencer Manager Employee Relations P.O. Box 191 10282 Rock Springs Road M/S: C West Valley, NY 14075 phone: (716) 942-4295 fax: (716) 942-4096 e-mail: spencer@G.E
	Mr. Dan Hoyle 9030 Rt. 219 M/S: AOC-13 West Valley, NY 14171 phone: (716) 942-4257 fax: (716) 942-2003
Western Area Power Administration	Mr. Byron S. Nielson Div. of Budget, Analysis, & Compliance P.O. Box 3402 M/S: A1100 Golden, CO 80401 phone: (303) 275-1100 fax: (303) 275-1105 e-mail: internet:nielson@wapa.gov

Members

Westinghouse Hanford Company	Mr. Terence B. Artz P. O. Box 1970 M/S:T5-52 Richland, WA 99352 phone: (509) 373-1736 fax: (509) 373-2752 e-mail: terence_B_Artz@RL.gov
	Ms. Cheryl M. Smith Financial Administration and Control P.O. Box 1970 M/S: B3-50 Richland, WA 99352 phone: (509) 372-2616 fax: (509) 376-0207
	Ms. Christine A. Wiprud Financial Administration & Control P.O. Box 1970 M/S: G1-76 Richland, WA 99352 phone: (509) 376-0764 fax: (509) 376-6294 e-mail: christine_A_Wiprud_@rl_gov
Westinghouse Savannah River Company	Mr. Jarrett Franklin 1993 South Centennial Avenue, Rm. 122, Aiken, SC 29803 phone: (803) 644-6394 fax: (803) 644-6470
	Mr. Aubrey Reynolds Chief Financial Officer Division M/S: 703-A-A-107 Aiken, SC 29802 phone: (803) 725-1124 fax: (803) 725-7620

TRADE (Training Resources and Data Exchange)

What is TRADE?

The training resources and data exchange (TRADE) network encourages and facilitates the exchange of ideas, techniques, and resources for improving training and development and serves as a forum for the discussion of issues of interest to the U.S. Department of Energy (DOE) community. TRADE encompasses a wide range of activities which include:

- Conferences, workshops, and meetings
- Special interest groups
- Resource guides, curriculum development, and good practices publications
- Training resources directories for the DOE system
- Online information system

Point of Contact

Amanda Lumley
Oak Ridge Institute for Science and Education
P.O. Box 117
Oak Ridge, TN 37831-0117
voice: 615-576-6752
fax: 615-576-0202
e-mail: lumleya@orau.gov

Who is involved in TRADE activities?

Since 1978, DOE has supported TRADE as an important mechanism for maintaining the effectiveness and quality performance of its works.

Today, nine DOE-HQ program offices support TRADE, and more than 3,500 people from more than 50 DOE facilities and each of DOE's nine operations offices participate in TRADE activities.

The strength of TRADE rests with its emphasis on peer-to-peer exchange. TRADE activities are undertaken by DOE contractors for DOE contractors. Some TRADE activities also have proven beneficial to organizations outside the DOE system, including other Federal agencies and educational institutions.

What has been accomplished by TRADE?

The TRADE network has organized 18 national conferences, each sponsored by a DOE contractor organization. Sessions focus on the presentation of "how-to" information and shared contractor resources for participants to take back to their facilities. Representatives from throughout the DOE community share information about training technologies and other topics of interest at workshops and at TRADEing POST exhibits. Videotapes, computer programs, manuals, poster displays, and other resources also are available for viewing and sharing.

Inventories of technical and nontechnical training provided by DOE contractors to employees are available in print and online. The documents and databases describe almost 3,000 courses and reflect the range and focus of in-house training programs being offered throughout the DOE system.

As the TRADE network has grown to include an increasing range of complex issues, so has the need to coordinate activities with other networks within the DOE system that share the goals and purposes of TRADE. For example, TRADE has cooperative projects with the Training Coordination Program managed by EG&G-Idaho and a memorandum of understanding (MOU) with the Federal Laboratory Consortium for Technology Transfer. TRADE also has MOUs and information exchanges with the Institute of Nuclear Power Operations, The American Society for Quality Control, the Society for Applied Learning Technology, and others.

The TRADE Executive Committee encourages the formation of TRADE Special Interest Groups (SIGs) as a means of involving DOE contractor personnel in TRADE activities. TRADE SIG members include industrial hygiene trainers, human resource managers, DOE Federal trainers, emergency managers and coordinators, advanced training technologies, environmental management personnel, quality assurance managers, radiation protection trainers, procedure writers, and security educators. Several SIGs have developed resources guides to provide updated information describing how to meet the training requirements established by new and pending regulations.

For 18 years, the TRADE network has brought together people responsible for maintaining and improving the performance of more than 1,230,000 DOE and DOE contractors employees throughout the United States. In the 1990s, members of the TRADE network will continue to work together to solve issues created by a changing work force; increasing skill requirements driven by technological innovation; the increased significance of environment, safety, and health regulations; and other changes in the DOE community.

Ames Laboratory (Ames)

Business Management Training

Overview

Ames Laboratory, located in Ames, Iowa, currently offers three classes in financial management. The course descriptions and outlines given to students are provided in this section.

All of the classes were given in FY94 and are now being offered on an as-needed basis. Each of the budget analysts in the budget office receive about 40 hours of training annually.

In addition, two general business courses are also available.

Point of Contact

Bill Sherry
Ames Laboratory
231 TASF
Ames, IA 50011
voice: 515-294-7031
fax: 515-294-1389
e-mail: sherry@ameslab.gov

Financial Training

Courses Available

Course Title: **Introductory Financial Training**
Course Number: AL-056 (3 hours)
Description: Provides basic understanding of DOE regulations and Ames Lab's financial reports to employees new to Ames Lab, or new to financial management responsibilities.
Frequency: Two times each year

Agenda:

Discussion of colors of money
Discussion of how we get funds
— BA
— BO
— GSOs (commitments, forward financing)
— Approved funding programs (Fin Plans)
— Program guidance
— Contract modifications
— Budgeting at Ames Laboratory
— Remove ISU overhead
— Identify special overhead items
— Calculate available dollars
— Funding people — the PYE and how it works
— Accrued vacation leave
— Fringe benefits/payroll bases
— Canned charges (in-house services, MPC)
— Materials, supplies, & travel
— Special overhead (depreciation and full cost recovery)
What budget office does
What we expect the programs to do
Budget monitoring — How we watch accounts
Year-end closing
Special aspects of budget submission
Budget office miscellany
Chart of accounts — Why it is important
The cost report

Analyzing cost and commitment data from costs reports
— Payroll
— Benefits
— Stores
— Purchased supplies and services
— Postage
— Books
— Telephone
— Motor vehicle expense
— ADP expense
— Travel
— R & D subcontracts
— In house/MPC
— Project burden
— Indirect and ISU overhead
Cost report miscellany
Accruals (when and how)
On-line systems, what they are, how they work
Allowable costs — how to avoid problems
Why audits, what auditors look for (and how to avoid audit findings by using sound accounting principles)
Questions and (but probably not) answers

Course Title:	**Financial Training**
Course Number:	AL-079
Description:	Stresses the preparation for and implementation of year-end financial actions and is designed for employees directly involved in planning and coordinating expenditures.
Length:	Two hours
Frequency:	Once a year (FY94)

Agenda :

What budget office does
What we expect the program to do
Budget monitoring — How we watch accounts
Analyzing cost and commitment data from cost reports
— Payroll
— Benefits
— Stores
— Purchased supplies and services
  • Maintenance contracts
  • Reprints
  • LSOs
  • Contract withdrawals

- — Postage
- — Books
- — Telephone
- — Motor vehicle expenses
- — ADP expense
- — Travel
- — R & D subcontracts
- — In House/MPC
- — Project burden
- — Indirect and ISU overhead

On-Line systems, what they are, how they work
- — Information Management System - IMS
  - Cost Report #1
  - Cost Report #2
  - Procurement
  - Stores
  - Travel
  - Commitments
  - Personnel
  - PYE
- — Financial Management System - FMS
  - M&S&T detail
  - Encumbrance
  - Actuals

Accruals (when and how)
Allowable cost — How to avoid problems
Why audits, what auditors look for (and how to avoid audit findings by using sound accounting principles)
Commitments booked September 30
Questions

Course Title:	**Executive Financial Training**
Course Number:	AL-080
Description:	Provides financial management planning and guidance on financial mechanisms and controls.
Audience:	This module is designed for senior-level managers who are responsible for substantial financial activities.
Length:	Two hours
Frequency:	Two times a year (FY94)
Agenda:	1) <u>Capital Equipment</u> Definitions When operating money can be used Transactions that often cause problems

Financial Training, Continued

2) Funding Issues
   Mechanically, how we get money
   The WAS cycle
   GSOs in general, uncosted obligations in particular
3) Funding Request Problems
   Use of incorrect rates
   Special overhead rates
   Work that DOE labs are not allowed to undertake
   Requirement that we have adequate budget authority
   Requesting cost ceiling to expense GSOs
   When CRADA and when not CRADA
   Institutional Plan issues
4) Monies Within Ames Laboratory
   The flow of money within our system
   Issues involving CAS
   Distributed administrative burden accounts
5) Transferring Costs
   The types of transfers that cause problems
   Words that cause problems
   When documentation and what type
   Special problems with retroactive transfers
   How to avoid having retroactive transfers
6) Issues Involving Year-End Developing A Plan Accruals
   Things to expect from your budget analyst
   What auditors look for
   Carrying money forward
   Continuing resolutions (the good and the bad)
7) Allowable Cost Issues
   Signatures — what they mean and delegating them

Other Business Training

Courses Available

Course Title:	**Introductory Records Management**
Course Number:	AL-061
Description:	Reviews the Documents and Records Program and identifies employee records management responsibilities.
Length:	One hour
Frequency:	Four times a year

Course Title:	**Continuous Improvement Process (Awareness)**
Course Number:	AL-052
Description:	Demonstrates Total Quality Management (TQM) principles, tools, and strategies. Participants will learn practical methods for improving quality and increasing productivity that can be applied to any work group.
Length:	Two hours
Frequency:	Two times a year (FY95)

Argonne National Laboratory (ANL)

Business Management Training

Overview

Argonne National Laboratory, located in Argonne, Illinois, operates under a "Code of Ethics." Since business ethics is a subject of interest in most business management training programs, a copy the Argonne Code of Ethics has been included in this training resources guide.

Point of Contact

Richard Blogg
Argonne National Laboratory
9700 South Cass Avenue
Argonne, IL 60439
voice: 708-252-6847
fax: 708-252-6397

Code of Ethics

Overview

This set of standards constitutes the Laboratory's Code of Ethics, which represents our statement regarding the ethical conduct at Argonne National Laboratory, as approved by the Board of Governors. Some of the standards supplement ethics-related provisions of various Laboratory policies and procedures, but the standards take precedence in matters of interpretation and compliance.

Employees are expected to uphold the spirit as well as the letter of the Code, and be guided by the Code in all conduct, dealings and relationships. No employee, regardless of position or function in the Laboratory, is allowed to alter or to downgrade the significance of the Code either explicitly or implicitly, by his or her behavior, and no employee can be exempted from this Code.

The Code

Compliance With Law

The Laboratory shall comply in all respects with applicable laws and regulations.

Code of Ethics

Ethical Principles

The Laboratory shall organize and carry out its activities utilizing the highest ethical principles as they apply to Laboratory policies and practices.

Fair and Equitable Treatment

All employees are to be treated fairly and equitably.

Equal Employment Opportunity

The Laboratory strongly supports the spirit and intent of Equal Employment Opportunity and Affirmative Action Program goals and objectives.

Work Environment

The Laboratory will maintain a work environment that provides the necessary tools and equipment to enable employees to effectively perform their assigned tasks, assures due recognition for outstanding performance, and is conducive to open communications and professional development. Employees will be given only assignments for which all reasonable precautions have been taken to minimize or eliminate personal physical risk.

Environment, Safety, and Health

The Laboratory is committed to safety and the protection of employee health and the environment. Employees will perform their duties and responsibilities in compliance with all environment, safety, and health policies and procedures.

Code of Ethics

Business Relationships

The Laboratory will promote fair competition and will promote honest treatment of its sponsors, collaborators, suppliers, customers, and clients. Laboratory employees will always act honorably toward those who do business with the Laboratory or are otherwise parties in a mutual relationship with the Laboratory.

Social Responsibilities

The Laboratory is committed to support worthy efforts undertaken in the public interest, especially those affecting its surrounding community, its employees, the research and development community, academe, or business at large. The Laboratory will participate only in programs or activities in which the Laboratory role is in conformity, both in fact and in appearance, with this Code.

Employee Performance

Employees have an obligation to support the Laboratory's continued success and good reputation through providing to the best of their abilities, consistent and reliable high-quality performance.

Laboratory Property

Every employee shall safeguard property of the Laboratory and the Government and property of third parties entrusted to the Laboratory. Neglect, misappropriation, or waste will not be tolerated.

Financial Accountability

Every employee is subject to complete, accurate, and timely financial accountability and reporting requirements, as needed to assure the integrity of the Laboratory's accounting records, financial statements, and disclosures.

Code of Ethics

Confidentiality

Employees shall safeguard any information that is, or may be, proprietary or otherwise confidential, in accordance with prescribed Laboratory policies and procedures.

Conflict of Interest

Employees will avoid relationships or actions, financial or otherwise, with any supplier, organization, or individual that might be perceived as conflicts of interests or that even appear to impair independence of judgment on behalf of the Laboratory. Relationships or actions that may be perceived as conflicts of interests will be disclosed to management.

Reporting of Violations

All employees are encouraged to seek advice from their immediate supervisors on issues regarding ethical work behavior and are encouraged to report any observed violations of this Code through their superiors or directly to the compliance official designated by the Laboratory.

"Whistleblower" Protection

The Laboratory will protect from reprisal or retaliation, employees who act in good faith either to comply or to assure or promote compliance or to report non-compliance with this Code.

DOE Headquarters (DOE-HQ)

Financial Management Developmental Program (FMDP)

Overview

The Secretary of Energy specified in a ten-point plan that the Chief Financial Officer (controller) shall develop a training program for financial managers at all career levels. This training program should enable these professionals to "apply comprehensive and thorough financial management techniques to the budgetary and fiscal management of our program."

In response to this directive, the Office of Chief Financial Officer (CR-1) has implemented a Financial Management Development Program (FMDP), which strives to equip financial professionals to meet the challenges necessary for successful financial management within the DOE.

The Mission of the FMDP is to assure the department has managers and staff who can successfully address the current and future challenges necessary for strong and effective financial management.

The FMDP is a broad program that includes a variety of formats including on-the-job training, formal classroom experiences, rotational assignments, and any other activity that will increase the knowledge and ability of the financial staff. Subjects can include all aspects of financial management, accounting, and budgeting as well as ADP systems, professional organizations, and leadership.

Overall Point of Contact

Ann Commeree
DOE-Headquarters
CR-50
19901 Germantown Road
Germantown, MD 20874
voice: 301-903-0342
fax: 301-903-6558
e-mail: Ann_commeree_at_HQCCMAIL@rl.gov

Developmental Activities Defined

Developmental activities are always directed toward enhancing an employee's job performance in their current position, positions to which they may be reassigned, and positions to which they may be promoted.

Financial Management Developmental Program (FMDP),
Continued

Development activities include:

- On-the-job experience
  - — Assignments in their current position
  - — Reassignments, within the office/organization as well as external to the office/organization
  - — Special projects, task forces, etc.
  - — Briefings (receiving and performing)
  - — Mentorship (receiving and performing)
- Courses
  - — Classroom (at work or away from work)
  - — Self study (during or after duty hours)
- Conferences and seminars
- Professional associations
- Others, as appropriate

Presentation Techniques

The primary method is on-the-job assignments.

Alternative methods include:

- Classroom sessions
- Self studies
- Conferences and seminars
- Professional societies
- Professional certificates
- Advanced degrees

Components of the FMDP

The FMDP includes:

- Curriculums
- Numbering scheme for developmental activities
- Compendium
- Management reports
- Individual development plans (IDPS)
- Certificate program
- CFO developed courses
- Annual reporting
- Reference listing

Self-Study Guides

Overview

The FMDP guides are a series of self-study courses. They are designed as basic training and should not be considered a policy document. When working on any issues addressed in the self-study guides, users must refer to the official regulatory references for current and specific policies and procedures.

Self-Study Guides

Title: **Pricing**

Description: Upon completion of this self-study guide, the user will be able to describe DOE pricing policy; describe the organizational responsibilities within the DOE pricing process; determine the full cost for a given sample product, material, or service; recommend acceptance or rejection of a request for exception to full-cost recovery based on DOE pricing policy and evaluation criteria. DOE pricing is a process to determine the monetary amount of the full cost for DOE to produce a product or service for a non-DOE entity. A non-DOE entity includes Other Federal Agencies (OFAs) and non-Federal entities.

Audience: Accountants-level 2, budget analysts-level 2

Title: **Reimbursable Work**

Description: Upon completion of this self-study guide, the user will be able to describe the DOE reimbursable work program; review a sample reimbursable work proposal; recommend acceptance or rejection of a sample reimbursable work proposal, the recommendation must be based on the DOE reimbursable work policy and the generally accepted criteria; and given a sample scenario, evaluate the reimbursable work project's financial status during the completion of work.

Audience: Accountants-level 2, budget analysts-level 2

Financial Management Developmental Program (FMDP),
Continued

Self-Study Guides

Title:	**Determining Funding Source and Construction Budget Process**
Description:	Upon completion of this self-study guide, the user will be able to: determine the appropriate funding source using the capitalization criteria described in DOE Order 2200.6A, Financial accounting, and other supporting guidance.
Audience:	Accountants-level 2, budget analysts-level 1

Title:	**Budget Validation**
Description:	Upon completion of this self-study guide, the user will be able to: define budget validation; describe the budget validation process as it applies to financial and technical elements of a program; and explain the criteria for analyzing budget exhibits.
Audience:	Accountants-level 2, budget analysts-level 1 & 2, technical monitors, line managers, and program managers

Courses Available

Course Title: **Introduction to Financial Management at the DOE**

Description: This two-week course covers an introduction to the DOE, Federal Budgeting and Accounting, Financial Review and Reporting, and Financial Systems.

Audience: Anyone new (less than 2 years) to the DOE and/or the Federal government.

Course Outline:

<u>Module i: Introduction</u>
- i.1 Introduction
- i.2 Course Objectives
- i.3 Course Structure

<u>Module 1: Federal Organizations and Missions</u>
- 1.1 How the U.S. Government is Organized
  - 1.1.1 Public Law/Origin
  - 1.1.2 Legislative Branch
  - 1.1.3 Judicial Branch
  - 1.1.4 Executive Branch

Courses Available

Course Outline:

- 1.1.5 Cabinet-Level Departments
- 1.2 Federal Organizations that Interact with DOE
  - 1.2.1 Legislative Branch
  - 1.2.2 Legislative Branch—General Accounting Office (GAO)
  - 1.2.3 Executive Branch—Office of Management and Budget (OMB)
  - 1.2.4 Executive Brach—Department of the Treasury
  - 1.2.5 Executive Branch—Other Federal Agencies that Interact with DOE
  - 1.2.6 Special Organizations
- 1.3 Module Summary

<u>Module 2: DOE Organization and Missions</u>

- 2.1 Module Overview
  - 2.1.1 Module Objectives
  - 2.1.2 Module Structure
- 2.2 History of the Department of Energy
  - 2.2.1 The Early Years
  - 2.2.2 The Creation of DOE
  - 2.2.3 DOE Since 1977
- 2.3 DOE Organization
  - 2.3.1 Headquarters Organization
  - 2.3.2 Field Organization
  - 2.3.3 DOE Financial Management Organizations and Responsibilities
  - 2.3.4 DOE Financial Management Organizations and Responsibilities — The Office of the CFO and Field Organizations
  - 2.3.5 The Chief Financial Officer's Financial Management Strategic Plan
- 2.4 Module Summary

Courses Available

Course Outline:

Module 3: DOE Budget Formulation, Presentation, and Review

- 3.1 Module Overview
  - 3.1.1 Objectives
  - 3.1.2 Structure of the Module
- 3.2 Overview of the Process
- 3.3 Key Terms, Concepts, and Players
  - 3.3.1 Legal Foundation
  - 3.3.2 Planning and Budgeting—Definition
  - 3.3.3 Financial Terms
  - 3.3.4 Appropriation—Definitions and Examples
  - 3.3.5 Financial Concepts
  - 3.3.6 Key Players in the Planning and Budgeting Process
- 3.4 Planning
- 3.5 Budget Formulation, Presentation, and Review Process
  - 3.5.1 Field Budget Process
  - 3.5.2 Good Budget Basics
  - 3.5.3 The Budget Drill—Formulation
  - 3.5.4 HQ Program Office Process
  - 3.5.5 Department-wide Budget Process
  - 3.5.6 The Budget Drill: Writing a Mark
  - 3.5.7 Department-wide Budget—DOE Staffing Formulation, Presentation, and Review
  - 3.5.8 Department-wide Budget—Writing an Appeal
  - 3.5.9 The Budget Drill—Writing an Appeal
  - 3.5.10 Office of Management and Budget Process
  - 3.5.11 Congressional Budget Process
- 3.6 Module Summary

Module 4: DOE Budget Execution

- 4.1 Module Overview
  - 4.1.1 Objectives
  - 4.1.2 Structure of the Module
- 4.2 Budget Execution—Orientation
  - 4.2.1 Where Does Budget Execution Fit into the Budget Process?
  - 4.2.2 The Federal Budget Cycle—Three Concurrent Processes

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Courses Available

Course Outline:

- 4.3 Key Elements of Budget Execution
  - 4.3.1 Summary
  - 4.3.2 Major Players and Functions
  - 4.3.3 Budget Execution—An Integrated View
  - 4.3.4 Terminology
  - 4.3.5 Review Activity
- 4.4 Cornerstones of Control
  - 4.4.1 Legal Controls
  - 4.4.2 Legal Availability of Funds
  - 4.4.3 Administrative Control
  - 4.4.4 How do We Maintain These Various Controls
  - 4.4.5 Questions and Assignments
- 4.4A Questions and Assignments
- 4.5 Related Principles
  - 4.5.1 Phases in Application of Funds
  - 4.5.2 Flexibility vs. Control
  - 4.5.3 Sources of Budgetary Resources for Obligation and Expenditure
  - 4.5.4 Appropriations and Appropriations Structures
  - 4.5.5 Role of Audits and Reviews During Budget Execution
- 4.6 DOE Funds Distribution and Control Process—Headquarters' Role
  - 4.6.1 Develop the DOE Base Table
  - 4.6.2 Work with OMB to Receive Apportionments
  - 4.6.3 Issue Allotments and AFPs Exercise: Top 10 Reasons Why
  - 4.6.4 Prepare for Start-up at beginning of the Fiscal Year
  - 4.6.5 Start-up at Beginning of the Fiscal Year
- 4.7 DOE Funds Distribution and Control Process—Field Role
  - 4.7.1 Obligating Allotted Funds—Applicable Controls
  - 4.7.2 Considerations in Determining Distribution of Funds
  - 4.7.3 Process for Obligating Funds to M&O (Integrated) Contractors

Courses Available

Course Outline:

- 4.7.4 Obligating Funds to Nonintegrated Contractors
- 4.7.5 Implement Headquarters Programmatic Guidance
- 4.8 Perform Work
  - 4.8.1 Understand the Contractors' Actions—Initiate Work
  - 4.8.2 Understand the Contractors' Actions—Incur Cost
  - 4.8.3 Understand the Contractors' Actions—Pay for Work Performed
- 4.9 Monitor Contractor Execution
  - 4.9.1 M&O Contractors' Budget Execution—Analyzing Monthly Status Reports
  - 4.9.2 M&O Contractor's Budget Execution—Performing Reviews and Surveillance
  - 4.9.3 M&O Contractors' Budget Execution—Conduct On-Site Contractor Reviews
- 4.10 Budget Execution—Field Role Summary
  - 4.10.1 Reprogramming, Restructuring, and Appropriation Transfers
  - 4.10.2 Reprogramming: A Closer Look
  - 4.10.3 Rescission
  - 4.10.4 Deferral
  - 4.10.5 Amendments and Supplements
- 4.11 Reimbursable Work, Revenues, and Other Collections
  - 4.11.1 Golden Rules
  - 4.11.2 Collection Categories
  - 4.11.3 Reimbursable Work
- 4.12 Advanced Topics
  - 4.12.1 Augmentation of Appropriations
  - 4.12.2 Taxing Programs
  - 4.12.3 Funding Irregularities
- 4.13 Module Summary

Courses Available

Course Outline:

Module 5: Basic DOE Accounting and Financial Systems

- 5.1 Module Overview
  - 5.1.1 Objectives
  - 5.1.2 Structure of this Module
- 5.2 Universal Accounting Concepts
  - 5.2.1 Purposes and Types of Accounting
  - 5.2.2 History of Accounting
  - 5.2.3 Accounting Periods
  - 5.2.4 Primary Regulatory Influences
  - 5.2.5 Two Basic Methods of Accounting
  - 5.2.6 Basic Accounting Formulas Used with Accrual Accounting
  - 5.2.7 Basic Accounting Statements
  - 5.2.8 Closing of the Financial Records (Books)
  - 5.2.9 Recording Accounting Entries
- 5.3 Accounting Standards
  - 5.3.1 Universal Standards
  - 5.3.2 Federal Agencies
  - 5.3.3 DOE Standards
- 5.4 Functions that Result in Accounting Entries
  - 5.4.1 Overview
  - 5.4.2 Administrative Control of Funds
  - 5.4.3 Use of Resources
  - 5.4.4 Cash Management Activities
  - 5.4.5 Miscellaneous Accounting
- 5.5 The Accounting Cycle
- 5.6 FIS Accounting Structure
  - 5.6.1 Present vs. Future Accounting Structures
  - 5.6.2 Present Accounting Structure
  - 5.6.3 DISCAS
  - 5.6.4 Development of Standardized Pro-Forma Accounting Transactions
- 5.6A Power Marketing Accounting Structure
- 5.7 Module Summary Review Activity

Courses Available

Course Outline:

Module 6: Financial Reporting

- 6.1 Module Overview
  - 6.1.1 Module Objectives
  - 6.1.2 Structure of the Module
- 6.2 Framework for Federal Management Systems
  - 6.2.1 Financial Management Systems Framework
  - 6.2.2 Program Execution
  - 6.2.3 Data Stewardship
  - 6.2.4 Information Architecture
  - 6.2.5 Systems Architecture
  - 6.2.6 Internet Controls and Financial Integrity
- 6.3 Collecting and Processing Data
  - 6.3.1 Collecting the Data
  - 6.3.2 Processing the Data
  - 6.3.3 Closing
- 6.4 Treating Financial Reporting as a Customer Service
  - 6.4.1 Customer Service
  - 6.4.2 Providing Financial Statements
- 6.5 Using Formatted Reports
  - 6.5.1 Financial Accountability Relationship
  - 6.5.2 Requirements
  - 6.5.3 External Reports
  - 6.5.4 Internal Management Reports
  - 6.5.5 Core Reports
  - 6.5.6 Exercise: Unlocking the Secrets
- 6.6 Ensuring Data Integrity
  - 6.6.1 Data Integrity
  - 6.6.2 The Edit Process
  - 6.6.3 Tie Point Analysis
  - 6.6.4 Reconciliation to Treasury
  - 6.6.5 Exercise: Would You Certify This Statement
- 6.7 Accessing Financial Information
  - 6.7.1 Methods of Access
  - 6.7.2 Exercise: Getting Your Hand on the Information
  - 6.7.3 Accessing FIS

Courses Available

Course Outline:

- 6.8 Financial Systems
  - 6.8.1 DOE System Concepts
  - 6.8.2 Financial Systems Overview
  - 6.8.3 Helpful Hints
- 6.9 Module Summary

Module 7: Financial Reviews

- 7.1 Module Overview
  - 7.1.1 Module Objective
  - 7.1.2 What is a Review?
- 7.2 Types of Reviews
  - 7.2.1 Reviews Conducted by the Local Office
  - 7.2.2 Field Oversight of Integrated M&O Contractors
  - 7.2.3 Headquarters Chief Financial Officer Compliance Reviews
  - 7.2.4 Management Control Program
  - 7.2.5 DOE Management Control Program Overview
  - 7.2.6 Audits by Independent Organizations
- 7.3 Module Summary

Module 8: CFO: Where We Are and Where We Are Headed

- 8.1 Module Overview
- 8.2 CFO Status Report and Five-Year Plan
  - 8.2.1 Reporting Requirements
- 8.3 Guest Speaker
- 8.4 Feedback From Attendees
  - 8.4.1 What's Your Opinion or Question?

Course Title:	**Resource Stewardship—A Way of Life**
Description:	This course is designed to create an awareness of what stewardship is and to stimulate a sense of personal accountability for resource stewardship within the Department of Energy. Course contents include definitions of resources and stewardship, examples of stewardship practices within the Department, and a set of principles that can be used by employees in practicing resource stewardship as a way of life.
Prerequisite:	None
Length:	One hour

Los Alamos National Laboratory (LANL)

Business Management Training

Overview

Los Alamos National Laboratory (LANL), located in Los Alamos, New Mexico, offers a course in its Quality and Leadership Management Training Program. That course is described in this section.

Also, LANL has developed an automated training evaluation process. The automated evaluation process is described in this section and samples of the evaluation form being used as well as two sample reports are provided.

Quality and Leadership Management Training Program

Overview

The Training and Development staff is committed to the mission of individual productivity and organization performance improvement and believes that the most important resources at the Laboratory are the human resources. Our group provides skill development opportunities needed by the Laboratory workers to perform successfully in a rapidly changing work environment. Changes in technology, service standards, direction, and administrative systems drive the need to build skills and acquire knowledge. The magnitude of the change in our workplace means modifying not only what we do but also the way we do things. As we become a customer-focused, unified organization, our training is keeping pace by integrating continuous quality and process improvement principles, business operations, and skill development. The Quality and Leadership Program offers support to leaders as they assume roles of champions for developing effective teams with business accountability.

Point of Contact

MaryAna Eames
Los Alamos National Laboratory
Los Alamos, NM
voice: 505-667-3211
fax: 505-665-5598
e-mail: meames@lanl.gov

Course Available

Course Title:	**Budgeting, Property, and Procurement in the Laboratory Context**
Description:	This course introduces LANL leaders to the basic of budgeting, property, and procurement at the Laboratory. The course covers such topics as the funding process, types of funding, terminology, planned charges for FY96, managerial property responsibilities, property audits and reviews, and the Laboratory procurement process and how to make it work for you. Through presentation of conceptual and functional information, managers understand budget terminology and budgeting as well as property and procurement policies and procedures. Some benefits of this course include the following: • Enhanced understanding of the budget process and an understanding of available tools to assist in making informed management decisions • Administrative and fiscal efficiencies in the organization • Better understanding of property policy and procedures to improve Laboratory standing and individual accountability • Improved communication between organizations and supporting Business Operations Division personnel • Increased understanding of the Laboratory's procurement process
Audience:	All Laboratory leaders
Length:	Four half-day session (16 hours)

Automated Training Evaluations

Overview

During the past year the Testing and Evaluation Office has centralized and automated the training evaluation process.

We have developed a standardized, scannable, end-of-course evaluation form. Questions on the form cover the areas of course design, student relevancy, and quality of instruction. Reports on course statistics are created for each session. Quarterly reports giving summary statistics on course and instructor ratings have also been created. A sample of the evaluation form and reports are included here.

To develop this capability, it was necessary to purchase an NCS scanner and the software that drives it, Scantools. In addition, we own software that allows us to design our own forms (Design Expert) and send them to the NCS forms plant, thus saving development costs charged for each new form. To create the reports for both surveys and evaluations, we program Microsoft Access and Corporate Pulse.

Point of Contact

Tish Rzeszutko
Los Alamos National Laboratory
Los Alamos, NM
voice: 505-667-1844
fax: 505-665-7956
e-mail: RZESZUTLP_PATRICIA_M@LANL.GOV

Automated Evaluation Services Offered to Others

Now that we are set up to process course evaluations quickly and efficiently, we are offering our services to other government facilities. To provide the service we would charge a standard of one hour of labor per course processed, at a rate of 42.50 per hour. This rate assumes that you are using a standardized form like the one that is included here. If you want to purchase the forms, they run about $90.00 per package of 500 forms. They can be supplied by us or purchased directly from NCS.

We are able to develop forms specific to your needs but would have to charge for the time it takes to create it. It generally takes from four-to-eight hours to create a form, depending on the length and detail of the form.

We are also happy to share information and “lessons learned” with anyone who is considering setting up this process within their organization.

Training Evaluation

DIRECTIONS: Please fill in the bubble which best describes you reaction to the training program you have just completed. Use pencil, blue or black ink only. Thank you.

Your name (optional): ______________________________

1-Yes 2-No 3-Expect to match w/in 1 yr 4-None provided

1 My job responsibilities match the target audience description provided by the instructor. ① ② ③ ④

Yes No

2 I am taking this course because it is related to my upward appraisal. ① ②

3 I am taking this course because it is required by my supervisor. ① ②

4 I am taking this course because it teaches a skill needed in my current job. ① ②

5 I am taking this course because it teaches a skill needed in a future job. ① ②

6 I am taking this course because it is required in my performance review. ① ②

7 I am taking this course because it is needed for regulatory compliance. ① ②

8 I am taking this course for a reason not already listed above. ① ②

9 This course was made available for me to attend...

○ Too early ○ Too late ○ Just in time

Strongly agree / Agree / Neutral / Disagree / Strongly disagree / Unable to judge

10. I had the skills or knowledge I needed to begin this course. ① ② ③ ④ ⑤ ⑥

11. I will be able to apply the course content to my job. ① ② ③ ④ ⑤ ⑥

12. This course is relevant to my professional development plan. ① ② ③ ④ ⑤ ⑥

13. This course has increased my capability to perform necessary job tasks. ① ② ③ ④ ⑤ ⑥

14. The course content was presented in a logical sequence. ① ② ③ ④ ⑤ ⑥

15. Questions I had were answered to my satisfaction. ① ② ③ ④ ⑤ ⑥

16. This course adequately covered all the learning objectives. ① ② ③ ④ ⑤ ⑥

17. The classroom facilitly contributed to the effectiveness of the course. ① ② ③ ④ ⑤ ⑥

Very helpful / Helpful / Not very helpful / Useless / None used

18. The examples used were... ① ② ③ ④ ⑤

19. The course exercises, activities, practicals, or games were... ① ② ③ ④ ⑤

20. The variety of course activities was...

- ⬭ Too much
- ⬭ Not enough
- ⬭ About right

21. The course length was...

- ⬭ Too long
- ⬭ Too short
- ⬭ About right

Instructor 1

	Outstanding	Above average	Average	Below average	Unsatisfactory
22. The subject matter knowledge of the instructor was...	1	2	3	4	5
23. The instructor's presentation skills were...	1	2	3	4	5
24. The instructor's ability to encourage participation was...	1	2	3	4	5
25. The instructor's enthusiasm for the topic being covered was...	1	2	3	4	5
26. The instructor's ability to increase my understanding of the subject was...	1	2	3	4	5

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
27. Custom question 1	1	2	3	4	5	6
28. Custom question 2	1	2	3	4	5	6
29. Custom question 3	1	2	3	4	5	6
30. Custom question 4	1	2	3	4	5	6

31. List one action you plan to implement on the job as a result of attending this course.

____

32. What barriers, if any, may you en[illegible] in applying the skills learned in this course?

____

33. What parts of the course need to be expanded?

____

34. What parts of the course need to be removed?

____

Los Alamos National Laboratory
Testing & Evaluation Office

Violence in the Workplace

Administered To:

LANL
Jul 26, 1995

Survey Title:

Summary of Sessions 6/14 - 7/20/95

Main Report Section

. My job responsibilities match the target audience description provided by the instructor.

	Yes	No	Expect to match w/in 1 yr	None provided
%	94.9	3.0	1.7	0.3
n = 296	Mode: 1/4			

. I am taking this course because it is related to my upward appraisal.

	Yes	No
%	3.2	96.8
n = 317	Mode: 2/2	

. I am taking this course because it is required by my supervisor.

	Yes	No
%	20.5	79.5
n = 317	Mode: 2/2	

. I am taking this course because it teaches a skill needed in my current job.

	Yes	No
%	25.2	74.8
n = 317	Mode: 2/2	

. I am taking this course because it teaches a skill needed in a future job.

	Yes	No
%	5.0	95.0
n = 317	Mode: 2/2	

. I am taking this course because it is rrquired in my performance review.

	Yes	No
%	3.8	96.2
n = 317	Mode: 2/2	

Rank based on: Descriptive Mean

Violence in the Workplace

Administered To: LANL **Date Administered: Jul 26, 1!**

Main Report Section

7. I am taking this course because it is needed for regulatory compliance.

n = 317	Yes	No
%	71.9	28.1
	Mode: 1/2	

8. I am taking this course for a reason not already listed above.

n = 317	Yes	No
%	5.7	94.3
	Mode: 2/2	

9. This course was made available for me to attend...

n = 272	Too early	Too late	Just in time
%	2.6	2.6	94.9
	Mode: 3/3		

10. I had the skills or knowledge I needed to begin this course.

n = 295	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	29.8	60.0	8.8	0.7	0.0	0.7
	Mean: 1.80/5	SD: 0.62	Mode: 2/6	Rank: 15/20		

11. I will be able to apply the course content to my job.

n = 300	Strongly agree	Agree	Neutral	Disagree	Stron disag.--	Unable to judge
%	31.7	60.0	7.7	0.3	0.0	0.3
	Mean: 1.77/5	SD: 0.60	Mode: 2/6	Rank: 14/20		

12. This course is relevant to my professional development plan.

n = 303	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	25.7	51.5	19.1	2.3	1.0	0.3
	Mean: 2.01/5	SD: 0.80	Mode: 2/6	Rank: 17/20		

Rank based on: Descriptive M

Violence in the Workplace

Main Report Section

3. This course has increased my capability to perform necessary job tasks.

n = 300	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	18.7	48.7	25.3	3.7	2.0	1.7
	Mean: 2.20/5	SD: 0.86	Mode: 2/6	Rank: 19/20		

4. The course content was presented in a logical sequence.

n = 301	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	35.9	60.5	3.7	0.0	0.0	0.0
	Mean: 1.68/5	SD: 0.54	Mode: 2/6	Rank: 10/20		

5. Questions I had were answered to my satisfaction.

n = 296	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	31.4	52.0	13.2	0.0	0.0	3.4
	Mean: 1.81/5	SD: 0.65	Mode: 2/6	Rank: 16/20		

6. This course adequately covered all the learning objectives.

n = 302	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	35.8	57.0	6.0	0.0	0.3	1.0
	Mean: 1.71/5	SD: 0.61	Mode: 2/6	Rank: 12/20		

7. The classroom facilitly contributed to the effectiveness of the course.

n = 291	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	21.3	53.3	22.3	2.1	0.7	0.3
	Mean: 2.07/5	SD: 0.76	Mode: 2/6	Rank: 18/20		

8. The examples used were...

n = 300	Very helpful	Helpful	Not very helpful	Useless	None used
%	56.3	43.0	0.7	0.0	0.0
	Mean: 1.44/5	SD: 0.51	Mode: 1/5	Rank: 3/20	

Rank based on: Descriptive Mean

Violence in the Workplace

Main Report Section

19. The course exercises, activities, practicals, or games were...

	Very helpful	Helpful	Not very helpful	Useless	None used
%	26.7	51.0	1.4	0.0	20.9
n = 292	Mean: 2.37/5	SD: 1.42	Mode: 2/5	Rank: 20/20	

20. The variety of course activities was...

	Too much	Not enough	About right
%	3.7	96.3	0.0
n = 296	Mode: 2/3		

21. The course length was...

	Too long	Too short	About right
%	4.0	96.0	0.0
n = 276	Mode: 2/3		

Rank based on: Descriptive Me

Violence in the Workplace

ıdministered To: LANL Date Administered: Jul 26, 1995

Hidden-Category Section

'arget Audience

	Yes	No	Expect to match w/in 1 yr	None provided
%	94.9	3.0	1.7	0.3
n = 296	Mode: 1/4			

. My job responsibilities match the target audience description provided by the instructor.

	Yes	No	Expect to match w/in 1 yr	None provided
%	94.9	3.0	1.7	0.3
n = 296	Mode: 1/4			

lotivation

	Yes	No
%	19.3	80.7
n = 317	Mode: 2/2	

. I am taking this course because it is related to my upward appraisal.

	Yes	No
%	3.2	96.8
n = 317	Mode: 2/2	

. I am taking this course because it is required by my supervisor.

	Yes	No
%	20.5	79.5
n = 317	Mode: 2/2	

. I am taking this course because it teaches a skill needed in my current job.

	Yes	No
%	25.2	74.8
n = 317	Mode: 2/2	

Rank based on: Descriptive Mean

Violence in the Workplace

Administered To: LANL **Date Administered: Jul 26, 19**

Hidden-Category Section

5. I am taking this course because it teaches a skill needed in a future job.

% / n = 317	Yes	No
%	5.0	95.0
317	Mode: 2/2	

6. I am taking this course because it is required in my performance review.

% / n = 317	Yes	No
%	3.8	96.2
317	Mode: 2/2	

7. I am taking this course because it is needed for regulatory compliance.

% / n = 317	Yes	No
%	71.9	28.1
317	Mode: 1/2	

8. I am taking this course for a reason not already listed above.

% / n = 317	Yes	No
%	5.7	94.3
317	Mode: 2/2	

Relevancy

Mix of continuous and categorical scale types found within the category. No statistics available.

9. This course was made available for me to attend...

% / n = 272	Too early	Too late	Just in time
%	2.6	2.6	94.9
272	Mode: 3/3		

Rank based on: Descriptive Me

Violence in the Workplace

\dministered To: LANL | Date Administered: Jul 26, 1995

Hidden-Category Section

0. I had the skills or knowledge I needed to begin this course.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	29.8	60.0	8.8	0.7	0.0	0.7
n = 295	Mean: 1.80/5	SD: 0.62	Mode: 2/6	Rank: 15/20		

1. I will be able to apply the course content to my job.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	31.7	60.0	7.7	0.3	0.0	0.3
n = 300	Mean: 1.77/5	SD: 0.60	Mode: 2/6	Rank: 14/20		

2. This course is relevant to my professional development plan.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	25.7	51.5	19.1	2.3	1.0	0.3
n = 303	Mean: 2.01/5	SD: 0.80	Mode: 2/6	Rank: 17/20		

3. This course has increased my capability to perform necessary job tasks.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	18.7	48.7	25.3	3.7	2.0	1.7
n = 300	Mean: 2.20/5	SD: 0.86	Mode: 2/6	Rank: 19/20		

:ourse Design

Mix of continuous and categorical scale types found within the category. No statistics available.

4. The course content was presented in a logical sequence.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	35.9	60.5	3.7	0.0	0.0	0.0
n = 301	Mean: 1.68/5	SD: 0.54	Mode: 2/6	Rank: 10/20		

Rank based on: Descriptive Mean

Violence in the Workplace

Administered To: LANL **Date Administered: Jul 26, 19**

Hidden-Category Section

15. Questions I had were answered to my satisfaction.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	31.4	52.0	13.2	0.0	0.0	3.4
n = 296	Mean: 1.81/5	SD: 0.65	Mode: 2/6	Rank: 16/20		

16. This course adequately covered all the learning objectives.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	35.8	57.0	6.0	0.0	0.3	1.0
n = 302	Mean: 1.71/5	SD: 0.61	Mode: 2/6	Rank: 12/20		

18. The examples used were...

	Very helpful	Helpful	Not very helpful	Useless	None used
%	56.3	43.0	0.7	0.0	0.0
n = 300	Mean: 1.44/5	SD: 0.51	Mode: 1/5	Rank: 3/20	

19. The course exercises, activities, practicals, or games were...

	Very helpful	Helpful	Not very helpful	Useless	None used
%	26.7	51.0	1.4	0.0	20.9
n = 292	Mean: 2.37/5	SD: 1.42	Mode: 2/5	Rank: 20/20	

20. The variety of course activities was...

	Too much	Not enough	About right
%	3.7	96.3	0.0
n = 296	Mode: 2/3		

21. The course length was...

	Too long	Too short	About right
%	4.0	96.0	0.0
n = 276	Mode: 2/3		

Rank based on: Descriptive Me

Violence in the Workplace

Administered To: LANL | Date Administered: Jul 26, 1995

Hidden-Category Section

Overall Course

n = 291	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	21.3	53.3	22.3	2.1	0.7	0.3
	Mean: 2.07/5	SD: 0.76	Mode: 2/6	Rank: 1/1		

17. The classroom facilitly contributed to the effectiveness of the course.

n = 291	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Unable to judge
%	21.3	53.3	22.3	2.1	0.7	0.3
	Mean: 2.07/5	SD: 0.76	Mode: 2/6	Rank: 18/20		

Rank based on: Descriptive Mean

Violence in the Workplace

Administered To:

LANL
Jul 26, 1995

Survey Title:

Instructor 007 Summary Ratings, 6/14 - 7/20/95

Violence in the Workplace

Administered To: LANL | Date Administered: Jul 26, 1995

Main Report Section

Instructor 007

	Outstanding	Above average	Average	Below average	Unsatisfactory
%	58.1	35.8	6.0	0.1	0.0
n = 281	Mean: 1.48/5	SD: 0.61	Mode: 1/5	Rank: 1/1	

1. The subject matter knowledge of the instructor was...

	Outstanding	Above average	Average	Below average	Unsatisfactory
%	58.6	37.8	3.6	0.0	0.0
n = 249	Mean: 1.45/5	SD: 0.57	Mode: 1/5	Rank: 3/5	

2. The instructor's presentation skills were...

	Outstanding	Above average	Average	Below average	Unsatisfactory
%	61.1	36.4	2.5	0.0	0.0
n = 275	Mean: 1.41/5	SD: 0.54	Mode: 1/5	Rank: 2/5	

3. The instructor's ability to encourage participation was...

	Outstanding	Above average	Average	Below average	Unsatisfactory
%	45.9	41.6	12.5	0.0	0.0
n = 281	Mean: 1.67/5	SD: 0.69	Mode: 1/5	Rank: 5/5	

4. The instructor's enthusiasm for the topic being covered was...

	Outstanding	Above average	Average	Below average	Unsatisfactory
%	70.9	26.5	2.5	0.0	0.0
n = 275	Mean: 1.32/5	SD: 0.52	Mode: 1/5	Rank: 1/5	

5. The instructor's ability to increase my understanding of the subject was...

	Outstanding	Above average	Average	Below average	Unsatisfactory
%	54.1	36.9	8.6	0.4	0.0
n = 268	Mean: 1.55/5	SD: 0.67	Mode: 1/5	Rank: 4/5	

Rank based on: Descriptive Mean

Violence in the Workplace

Administered To: LANL **Date Administered: Jul 26, 1**

Main Report Section

Instructor 007

	Outstanding	Above average	Average	Below average	Unsatisfactory
f	156.6	96.6	16.2	0.2	0.0
n = 281	Mean: 1.48/5	SD: 0.61	Mode: 1/5	Rank: 1/1	

1. The subject matter knowledge of the instructor was...

	Outstanding	Above average	Average	Below average	Unsatisfactory
f	146	94	9	0	0
n = 249	Mean: 1.45/5	SD: 0.57	Mode: 1/5	Rank: 3/5	

2. The instructor's presentation skills were...

	Outstanding	Above average	Average	Below average	Unsatisfactory
f	168	100	7	0	0
n = 275	Mean: 1.41/5	SD: 0.54	Mode: 1/5	Rank: 2/5	

3. The instructor's ability to encourage participation was...

	Outstanding	Above average	Average	Below average	Unsatisfactory
f	129	117	35	0	0
n = 281	Mean: 1.67/5	SD: 0.69	Mode: 1/5	Rank: 5/5	

4. The instructor's enthusiasm for the topic being covered was...

	Outstanding	Above average	Average	Below average	Unsatisfactory
f	195	73	7	0	0
n = 275	Mean: 1.32/5	SD: 0.52	Mode: 1/5	Rank: 1/5	

5. The instructor's ability to increase my understanding of the subject was...

	Outstanding	Above average	Average	Below average	Unsatisfactory
f	145	99	23	1	0
n = 268	Mean: 1.55/5	SD: 0.67	Mode: 1/5	Rank: 4/5	

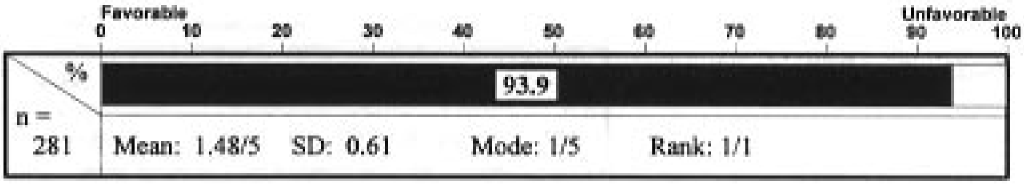
Rank based on: Descriptive M

Violence in the Workplace

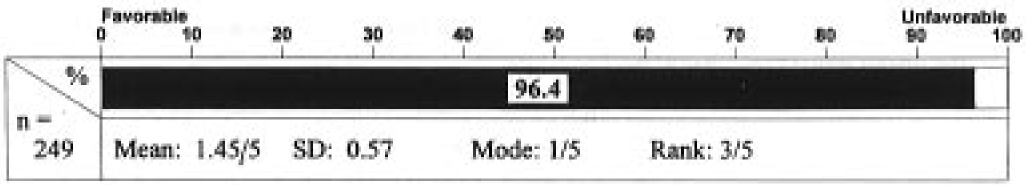
dministered To: LANL — Date Administered: Jul 26, 1995

Main Report Section

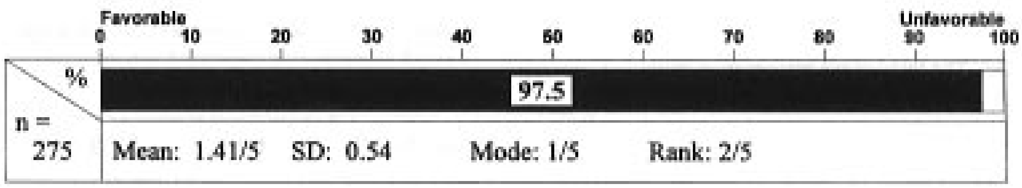
ıstructor 007



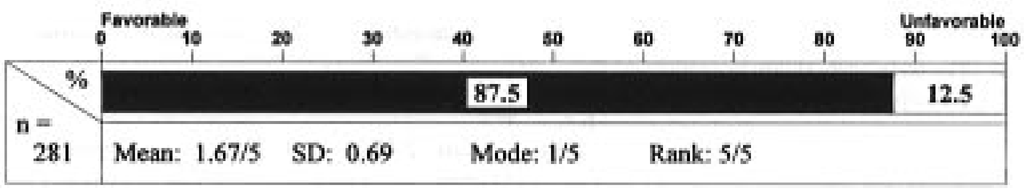
The subject matter knowledge of the instructor was...



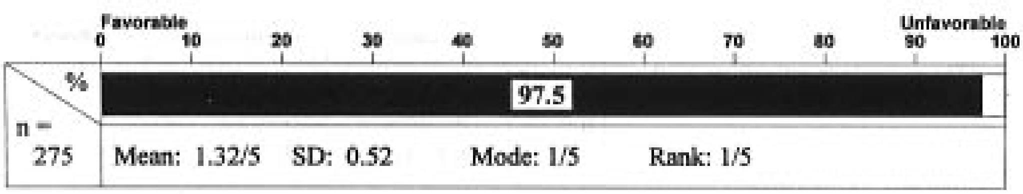
The instructor's presentation skills were...



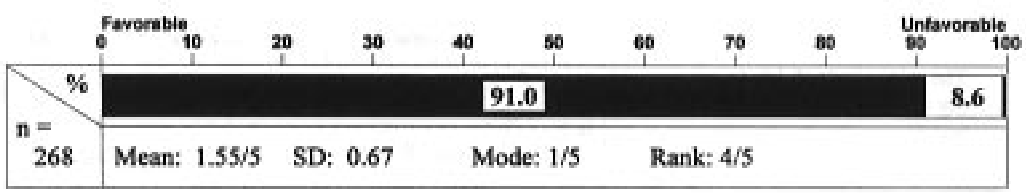
The instructor's ability to encourage participation was...



The instructor's enthusiasm for the topic being covered was...



The instructor's ability to increase my understanding of the subject was...



Rank based on: Descriptive Mean
= % Favorable = % Neutral = % Unfavorable

Lawrence Livermore National Laboratory (LLNL)

Business Management Training

Overview

Lawrence Livermore National Laboratory, Livermore, California, offers a variety of business management related training.

Contained in this section are points of contact (POC) and course descriptions for the following business management related areas:

- Financial Management Training Program (FMTP)
- Administrative Information Systems (AIS) Department
- Technology Transfer Initiatives Program
- Procurement Department
- Business Services Department

A more extensive listing of all LLNL courses is available from the LLNL Human Resources Department.

LLNL POC

For general information about business management classes at LLNL, contact:

Pamela K. Kappelhof
Lawrence Livermore National Laboratory
P. O. Box 808, L-319
Livermore, CA 94550
voice: 510-422-6171
fax: 510-423-5156
e-mail: kappelhof1@llnl.gov

For information on any of the individual classes listed in the rest of the LLNL section, contact the POC for the organization that is offering the course or the POC listed with the course description.

Financial Management Training Program (FMTP)

FMTP Overview

The LLNL Financial Management Training Program (FMTP) was established in 1993 to enhance the training curriculum for people with financial management responsibilities and to meet the needs of a changing business environment. A training needs analysis was conducted and an Advisory Committee was established to help focus the training program on customer needs. The Advisory Committee has representatives for each of the LLNL Associate Directors. The FMTP develops in-house training or seeks outside sources to fulfill the customers' needs.

A customer survey identified the need for twenty courses. The FMTP Leader and the Advisory Committee prioritized the twenty courses on the basis of the highest customer need for the subject matter and split the course development process into three phases that would span approximately three years. Phase I focused on revisions and restructuring of some existing courses and the development of new courses. Phase I produced six FMTP classes. During FY94 and FY95, the FMTP has continued to develop new courses while updating and teaching existing courses. Phase II of our course development schedule is 55% complete as of the end of FY95. Phase III is scheduled to begin by April 1996.

In addition to classroom training, the FMTP developed a training module and provided a briefing for Laboratory Managers and Project Leaders to explain the new LLNL Business Management System for FY95. Eleven briefings were delivered to the Programs, on request, and were conducted at staff meetings and all-hands meetings.

Financial Management Training Program (FMTP), Continued

Point of Contact

Pamela K. Kappelhof
Lawrence Livermore National Laboratory
P. O. Box 808, L-319
Livermore, CA 94550
voice: 510-422-6171
fax: 510-423-5156
e-mail: kappelhof1@llnl.gov

FMTP Mission

The mission of the Financial Management Training Program (FMTP) is to provide training which will enable LLNL personnel to fulfill their financial management responsibilities in:

- Meeting the needs identified by the LLNL program/organizations
- Support of the LLNL Mission:
  "Achieve excellence in business management and administration"
- Compliance with:
  Contract 48, including DOE Orders and Performance Measures
  Cost Accounting Standards (CAS)
  LLNL Policies and Procedures

FMTP Advisory Committee

An Advisory Committee was established in 1993 and is responsible for developing the LLNL Financial Management Training Program as follows:

- Define course content, prerequisites, and target audience
- Establish course development priorities
- Establish focus groups for course development
- Evaluate courses and instructors in pilot presentations

The Advisory Committee includes a representative from the Finance Department, Budget Office, and each Associate Director.

Financial Management Training Program (FMTP), Continued

FMTP Course Development Phase I

Courses	Status
Overview of Financial Management	Complete
Federal Budget Process & DOE Funding	Complete
Cost Estimating Workshop	Complete
Quality Budget Estimating for the Non-Financial Manager (renamed: Financial/Workforce Planning for Managers)	Complete
Effort Workshop	Complete
Ledger Adjustments	Complete

FMTP Course Development Phase II

Courses	Status
Construction Funding & Accounting Module I & II	Complete
Construction Funding & Accounting Module III & IV	Complete
Construction Funding & Accounting Module V, VI, & VII	Complete
Capital Equipment	Complete
Unallowable Cost	Complete
Program Development for the 90's	Complete
Work for Others	In Process
What's New for FYxx	In Process
Distributed Budgets	To begin 10/95
How to Interpret Financial Information	To begin 10/95
Procurement Process for the User	To begin 10/95

FMTP Course Development Phase III

Courses	Status
Financial Audits and Reviews	Future
Overview of the Controller's Organization	Future
Laboratory Directed Research & Development (LDRD)	Future
DOE Financial Reporting System (FIS)	Future
Cost Accounting Standards (CAS)	Future
Introduction to Financial Accounting and Cost Accounting	Future

Courses Available

Course Title:	**Overview of Financial Management**
Course Number:	FM1000
Fee:	No fee
Developed, Revised:	12-93, revised 6-95
Operations Office:	DOE/OAK
Contact:	Pamela Kappelhof 510-422-6171
Audience:	Open to all employees
Description:	This course will provide an introduction to the major issues and factors involved in financial management. Participants will learn to work within the internal and external influences that affect financial management at LLNL. At the conclusion of the class, participants will be able to identify methods for funding programs as well as support organizations, the financial management responsibilities of every employee, and where to go and who to see for more detailed information. This course also allows participants to obtain the basic knowledge, skills, and attitudes necessary for other courses within the Financial Management Training Program (FMTP).
Prerequisites:	None
Media:	Computer-based slides
Activities:	Crossword puzzle review
Course Length:	3.5 hours
Copyright Status:	N/A
Course Review Cycle:	Annual or as policy and procedures change
Student Evaluation/JPM:	None
Applicable DOE Orders:	N/A
Accredited:	N/A

Courses Available

Course Title:	**The Federal Budget Process and DOE Funding**
Course Number:	FM1010
Fee:	No fee
Developed, Revised:	12-93, revised 4-95
Operations Office:	DOE-OAK
Contact:	Pamela Kappelhof 510-422-6171
Audience:	Resource analysts and project leaders who manage funding from the DOE and other Federal agencies.
Description:	This course provides participants with a comprehensive review of the Federal Budget Process (FBP), DOE funding process, and LLNL-related activities. At the conclusion of this course, participants will be able to: • Describe the FBP • Describe the DOE funding process as it relates to LLNL • Apply knowledge of the FBP to effective decision-making and budget management • Identify types of DOE funding • Distinguish between Budget Authority (BA) and Budget Outlay (BO), and identify uncosted obligations • Demonstrate how to prepare a Field Work Proposal (FWP) • Interpret the Work Authorization Form (WAF), Approved Funding Program (AFP), Contract Mod, and Cost Budget Report
Prerequisites:	FM1000, Overview of Financial Management (recommended)
Media:	Computer-based slides
Activities:	Section summary review questions
Course Length:	3.0 hours
Copyright Status:	N/A
Course Review Cycle:	Annual or as policy and procedures change
Student Evaluation/JPM:	None
Applicable DOE Orders:	N/A
Accredited:	N/A

Courses Available

Course Title:	**Cost Estimating Workshop**
Course Number:	FM1020
Fee:	No fee
Developed, Revised:	12-93, revised
Operations Office:	DOE-OAK
Contact:	Pamela Kappelhof 510-422-6171
Audience:	Resource analysts involved in detailed development of cost estimates for projects or organizations.
Description:	This course provides participants with a comprehensive understanding of the techniques for establishing and managing quality budgets. At the conclusion of this course, participants will be able to: • Define a FTE and other labor categories, and calculate their costs • Assist the project leader in identifying expenses and the required level of effort, and calculate their cost • Determine when and how to apply distributed charges • Develop quality budget plans and adequate documentation • Evaluate options for ensuring adequate funding for unplanned expenses or unknown levels of effort • Determine the most useful cost tracking and management techniques for your area • Determine the most appropriate cost-estimating techniques for your project Participants will be asked to share experience and work with others in small groups on class exercises.
Prerequisites:	FM1000, Overview of Financial Management (recommended); FM1025, Financial/Workforce Planning for Managers is <u>required</u> for all Resource Analysts with less than 1 year of experience.
Media:	Computer-based slides
Activities:	Classroom scenarios to develop cost estimates
Course Length:	9.0 hours (over 3 days suggested)
Copyright Status:	N/A
Course Review Cycle:	Annual or as policy and procedures change
Student Evaluation/JPM:	Written post test (also used as pretest and followup)
Applicable DOE Orders:	N/A
Accredited:	N/A

Courses Available

Title:	**Financial/Workforce Planning for Managers**
Course Number:	FM1025
Fee:	No fee
Developed, Revised:	12-93; revised and renamed,7-95
Operations Office:	DOE-OAK
Contact:	Pamela Kappelhof 510-422-6171
Audience:	Project leaders, principal investigators, division leaders, group leaders, and new resource analysts
Description:	(formerly “Quality Budget Estimating for the Non-Financial Manager”) This course will cover the principles of developing a cost estimate and managing expenditures. The information presented is applicable to all types of funding at LLNL (DOE, WFO, G&A, etc.). At the conclusion of this course, participants will be able to: • Define their financial management responsibilities and establish an effective financial management team. • Define financial management terms and procedures. • Identify the steps necessary to develop a cost estimate, and apply distributed charges (OPC, PMC, OFC, G&A, etc.). After this course, students may want to take the Cost Estimating Workshop (FM1020) to further develop their skills.
Prerequisites:	FM1000, Overview of Financial Management (recommended)
Media:	Computer-based slides
Activities:	None
Course Length:	4.0 hours
Copyright Status:	N/A
Course Review Cycle:	Annual or as policy and procedures change
Student Evaluation/JPM:	None
Applicable DOE Orders:	N/A
Accredited:	N/A

Courses Available

Title:	**Effort Workshop**
Course Number:	FM2000
Fee:	No fee
Developed, Revised:	12-93
Operations Office:	DOE-OAK
Contact:	Mary Linton 510-423-0871
Audience:	Open to all employees
Description:	This course will provide participants with an understanding of the LLNL effort reporting process using the timecard system. The course goal is to assist the Programs in monitoring their labor charges more efficiently and answering questions on the detail efforts reports available through ASSIST. These topics are covered: • Processing timecards • Introduction to FTEM, the new electronic timecard system • Validation and correction of timecard information — Effort charged to closed account (drop-out report) — Effort charged to incorrect account (detail effort and global effort transfers) — Incorrect reporting of leave (corrected timecard)
Prerequisites:	None
Media:	Computer-based slides
Activities:	None
Course Length:	2.0 hours
Copyright Status:	N/A
Course Review Cycle:	Annual or as policy and procedures change
Student Evaluation/JPM:	None
Applicable DOE Orders:	N/A
Accredited:	N/A

Courses Available

Title:	**Ledger Adjustments**
Course Number:	FM2010
Fee:	No fee
Developed, Revised:	12-93; revised, 2-95
Operations Office:	DOE-OAK
Contact:	Mary Linton 510-423-0871
Audience:	Resource analysts
Description:	Upon completion of this course, participants will be able to open general ledger accounts, maintain signature authority, close accounts, and prepare cost transfers with appropriate justification and documentation. The following topics are covered: • Opening and closing accounts • Signature authority • Cost-transfer minimization • Justification • Documentation • Transfers between direct and indirect accounts • How to calculate distributed charges • Liens and pre-liens • Electronic cost transfers • Budget and Reporting (B&R) codes and Program codes • Cost accruals
Prerequisites:	FM1000, Overview of Financial Management (recommended)
Media:	Computer-based slides
Activities:	Scenarios and justification
Course Length:	4 hours
Copyright Status:	N/A
Course Review Cycle:	Annual or as policy and procedures change
Student Evaluation/JPM:	None
Applicable DOE Orders:	N/A
Accredited:	N/A

Courses Available

Title:	**Construction Funding and Accounting, Modules I & II**
Course Number:	FM2030-A
Fee:	No fee
Developed, Revised:	3-95
Operations Office:	DOE-OAK
Contact:	Mary Linton 510-423-0871
Audience:	Resource analysts, project managers, facility managers, and others with responsibilities involving construction activities.
Description:	This course consists of two modules, an Overview of Construction Funding and Accounting, and Early Project Development. The Overview, which is 3.5 hours, provides a broad knowledge of funding and accounting processes as they apply to different types of construction projects. Early Project Development, a 2-hour module, identifies concerns that must be addressed before the construction funding request. This course is a prerequisite for FM2030-B and FM2030-C.
Prerequisites:	FM1000, Overview of Financial Management (recommended)
Media:	Computer-based slides
Activities:	Scenarios to determine funding sources
Course Length:	5.5 hours
Copyright Status:	N/A
Course Review Cycle:	Annual or as policy and procedures change
Student Evaluation/JPM:	None
Applicable DOE Orders:	N/A
Accredited:	N/A

Courses Available

Title:	**Construction Funding and Accounting, Modules III & IV**
Course Number:	FM2030-B
Fee:	No fee
Developed, Revised:	3-95
Operations Office:	DOE-OAK
Contact:	Mary Linton 510-423-0871
Audience:	Resource analysts, project managers, facility managers, and others with responsibilities involving construction activities.
Description:	This course consists of two modules, both of which deal with construction projects funded with operating money. One module addresses projects which are less than or equal to $300K; this is the most common range of construction projects at LLNL. The other module addresses projects which are over $300K and the specific LLNL policies and procedures governing these projects. Participants will be able to identify the criteria which designate operating-funded projects needing financial approval, and will be able to apply the processes for that approval.
Prerequisites:	FM2030-A
Media:	Computer-based slides
Activities:	None
Course Length:	3.5 hours
Copyright Status:	N/A
Course Review Cycle:	Annual or as policy and procedures change
Student Evaluation/JPM:	None
Applicable DOE Orders:	N/A
Accredited:	N/A

Courses Available

Title:	**Construction Funding and Accounting, Modules V, VI, & VII**
Course Number:	FM2030-C
Fee:	No fee
Developed, Revised:	3-95
Operations Office:	DOE-OAK
Contacts:	Mary Linton 510-423-0871
Audience:	Resource analysts, project managers, facility managers, and others with responsibilities involving construction activities.
Description:	This course consists of three modules, all of which are related to construction projects funded with capital money. Participants will be introduced to the Capital Assets Management Process (CAMP) and to the approval/funding processes for line-item projects and General Plant Projects (GPP). Participants will be able to identify the criteria which designate capital projects, and will be able to apply the processes for approval of these projects.
Prerequisites:	FM2030-A is required
Media:	Computer-based slides
Activities:	None
Course Length:	3.5 hours
Copyright Status:	N/A
Course Review Cycle:	Annual or as policy and procedures change
Student Evaluation/JPM:	None
Applicable DOE Orders:	N/A
Accredited:	N/A

Courses Available

Title:	**Capital Equipment**
Course Number:	FM2040
Fee:	No fee
Developed, Revised:	7-95
Operations Office:	DOE-OAK
Contact:	Mary Linton 510-423-0871
Audience:	Resource analysts and other employees with financial responsibilities for the acquisition of capital equipment.
Description:	Upon completion of this course, participants will be able to define and apply the term “Capital Equipment,” outline the processes for acquisitions of capital equipment, and identify types and sources of funding, apply the concepts of “maintenance” and “significant betterments” to capital equipment, and identify the key contacts for tracking and retiring capital equipment. Topics incuded: • Capital equipment criteria • Personal property, real property, and related personal property • Sources of capital equipment funds • Fabrication of capital equipment • Other methods of acquiring cad units and the Property Record Unit Catalog • Maintenance of capital equipment • Betterments to capital equipment • Trailers and modular units
Prerequisites:	FM1000, Overview of Financial Management (recommended)
Media:	Computer-based slides
Activities:	None
Course Length:	3 hours
Copyright Status:	C/A
Course Review Cycle:	Annual or as policy and procedure change
Student Evaluation/JPM:	None
Applicable DOE Orders:	N/A
Accredited:	N/A

Courses Available

Title:	**Unallowable Costs**
Course Number:	FM3000
Fee:	No fee
Developed, Revised:	6-95
Operations Office:	DOE-OAK
Contact:	Mike Hodsdon 510-423-4005
Audience:	Resource analysts; others responsible for initiating, reviewing or approving expenditures and cost allocations; persons responsible for policies and procedures that affect costs.
Description:	This course identifies and discusses costs that are unallowable under Contract 48. At the conclusion of this course, participants will be familiar with each of the 35 expressly unallowable cost clauses in Contract 48, and understand how costs can be unallowable if they are not in accordance with Contract terms, "allocable" and "reasonable." The requirement for costs to be consistent with generally accepted accounting principles will also be introduced. Participants will be provided with reference material from Contract 48 and policy and procedures.
Prerequisites:	None
Media:	Computer-based slides
Activities:	Case study scenarios, beginning and end
Course Length:	2 hours
Copyright Status:	N/A
Course Review Cycle:	Annual or as policy and procedure change
Student Evaluation/JPM:	None
Applicable DOE Orders:	N/A
Accredited:	N/A

Financial Management Training Program (FMTP), Continued

Courses Available

Title:	**Program Development for the 90s**
Course Number:	FM4000
Fee:	No fee
Developed, Revised:	7-95
Operations Office:	DOE-OAK
Contact:	Karen Karr 510-423-9106
Audience:	Technical staff and/or those responsible for initiating and administering technical projects
Description:	The 90s will challenge LLNL to focus on dynamic problems of national importance and to work in an environment where the resources of Federal, state, and local agencies, universities, and industries will be applied to find solutions. This course will provide an overview to Laboratory staff of the administrative tools available and the associated implementation processes. The forum allows for interactions between the participants and the subject matter experts. At the conclusion of this class, participants will be able to identify: • Methods for funding programs • Support organizations • Individual responsibility • Where to go and who to see for more detailed information
Prerequisites:	None
Media:	Computer-based slides and Handbook
Activities:	None
Course Length:	3 hours
Copyright Status:	N/A
Course Review Cycle:	Annual or as policy and procedure change
Student Evaluation/JPM:	None
Applicable DOE Orders:	N/A
Accredited:	N/A

Course Evaluation
Financial Management Training Program

Overview of Financial Management - FM1000

What part of the class do you think will be most useful when you return to work?

____

____

____

Please mark the response that best describes your reaction.

	Strongly agree	Agree	Moderately agree	Moderately disagree	Disagree	Strongly disagree	Comments
Course Content							
The course was well organized.	❏	❏	❏	❏	❏	❏	________
The amount of information was adequate.	❏	❏	❏	❏	❏	❏	________
Visuals & activities helped with comprehension.	❏	❏	❏	❏	❏	❏	________
Terms were clear and/or defined.	❏	❏	❏	❏	❏	❏	________
Instructor							
Instructor was knowledgeable about subject.	❏	❏	❏	❏	❏	❏	________
Followed course content & provided examples.	❏	❏	❏	❏	❏	❏	________
Communicated training information well.	❏	❏	❏	❏	❏	❏	________
Student participation was encouraged.	❏	❏	❏	❏	❏	❏	________
General							
The pace of the course was appropriate.	❏	❏	❏	❏	❏	❏	________
Course materials/handouts were useful.	❏	❏	❏	❏	❏	❏	________
I will apply skills/knowledge learned to my job.	❏	❏	❏	❏	❏	❏	________
I could see & hear well.	❏	❏	❏	❏	❏	❏	________

What did you like most about the course?

____

____

How could this course be improved?

____

____

Administrative Information Systems (AIS) Department

Overview

Administrative Information Systems (AIS) assists Laboratory clients with automated solutions to business information problems. The AIS End Users Services Team provides training for three institutional products:

- Administrative Support Systems for Information and Storage (ASSIST)
- Batch Financial Resource Reporting System
- Estimate. AIS and FMTP recently (1995) combined their efforts and skill to develop an easy step-by-step training course

Point of Contact

Karen D. Gunn
Lawrence Livermore National Laboratory
P. O. Box 808, L-613
Livermore, CA 94550
voice: 510-423-1208
fax: 510-422-1402
e-mail: gunn2@llnl.gov

Courses Available

Course Title:	**ASSIST Basics**
Course Number:	AI2000-A
Audience:	Anyone who has a desire to learn more about accessing Laboratory institutional data through ASSIST to process on-line queries, create on-line reports, and download information to an application database. Examples include resource management and coordination, procurement tracking and distribution, property management, and training coordination.
Prerequisite:	An ASSIST User ID
Prerequisite course:	EC1035, Introduction to PC and DOS; EC2520, Introduction to Macintosh
Hardware:	IBM PC or Macintosh
Offered:	Scheduled as needed
Time(s):	8:30–4:00
Type of instruction:	Interactive instruction with several individualized mini-labs
Instructor:	AIS End User Services Team
Fee:	$240
Number of participants:	6–8

Administrative Information Systems (AIS) Department,
Continued

Courses Available

Course Title:	**Batch Basics**
Course Number:	AI2002-A
Audience:	Anyone who has a desire to build batch reports accessing Laboratory institutional data to process complex queries that are too large to view on-line
Prerequisite:	An ASSIST User ID
Prerequisite course:	AI2000-A, ASSIST Basics; EC1035, Introduction to PC and DOS; EC2520, Introduction to Macintosh
Hardware:	IBM PC or Macintosh
Offered:	Scheduled as needed
Time(s):	8:30–4:00
Type of instruction:	Interactive instruction with several individualized mini-labs
Instructor:	AIS End User Services Team
Fee:	$240
Number of participants:	6–8

Course Title:	**ESTIMATE Basics**
Course Number:	AI2003-A
Audience:	Resource Analysts and Resource Managers
Prerequisite:	An ASSIST User ID
Prerequisite course:	AI2000-A, ASSIST Basics; EC1035, Introduction to PC and DOS; EC2520, Introduction to Macintosh; FM1020, Cost Estimating Workshop
Hardware:	IBM PC or Macintosh
Offered:	Scheduled as needed
Time(s):	8:30–4:00
Type of instruction:	Interactive instruction with several individualized mini-labs
Instructor:	AIS End User Services Team
Fee:	$240
Number of participants:	6–8

Administrative Information Systems (AIS) Department,
Continued

Courses Available

Course Title:	**LROCC on ASSIST**
Course Number:	AI2005
Audience:	Anyone who needs to create LROCC reports from ASSIST
Prerequisite:	An ASSIST User ID
Prerequisite course:	EC1035, Introduction to PC and DOS; EC2520, Introduction to Macintosh
Hardware:	IBM PC or Macintosh
Offered:	Scheduled as needed
Time(s):	8:30–11:30
Type of instruction:	Interactive instruction with several individualized mini-labs
Instructor:	AIS End User Services Team
Fee:	$120
Number of participants:	6

Course Title:	**ASSIST/Batch for Resource Managers**
Course Number:	AI2006
Audience:	Resource Analysts
Prerequisite:	An ASSIST User ID and six months as a Resource Analyst
Prerequisite course:	AI2000-A, Assist Basics; AI2002-A, Batch Basics
Hardware:	IBM PC or Macintosh
Offered:	Scheduled as needed
Time(s):	8:30–4:00
Type of instruction:	Interactive instruction with several individualized mini-labs
Instructor:	AIS End User Services Team
Fee:	$240
Number of participants:	6

COURSE EVALUATION FORM

END USERS SERVICES TEAM

Course Title ____________________ Course Number ________

Instructor ____________________ Date ________

Name ____________________ L-Code ________ Dept ________

Environment	Very Good	Good	Fair	Poor
Ability to see				
Ability to hear				
Comfort level				
Course Content	**Yes**	**No**		
Did Course meet expectations?				
Was course useful?				
Was level of training appropiate?				
Would you be interested in followup or advanced course?				
Instructor				
Was instructor Professional?				
Did Instructor pace presentation correctly?				
Was instructor Helpful?				
Did instructor answer questions?				
Did Instructor know subject?				
Training Materials				
Were handouts well prepared and easy to use?				
Were overheads and visuals effective and legible?				

What was the Best feature of this class?

____

____

What was the worst feature of this class?

____

____

Additional Comments:

____

____

UPON COMPLETION OF CLASS, PLEASE FORWARD TO AIS, EUST GROUP, L-613

Technology Transfer Initiatives Program

Overview

With the increased emphasis on bringing new business into the Laboratory, the Technology Transfer Initiatives Program created a "Program Development" series of courses to provide guidance for LLNL employees. The training modules are designed to cover the fundamental elements needed for creating, developing, and/or enhancing an alliance with outside entities, from the "*Essentials of Program Development*" through "*Patent Applications*."

Point of Contact

Joan H. Gigliati
Lawrence Livermore National Laboratory
P. O. Box 808, L-220
Livermore, CA 94550
voice: 510-423-9551
fax: 510-423-1877
e-mail: Joan_Gigliati@quickmail.llnl.gov

Courses Available

Course Title:	**Technology Transfer—Past, Present, and Future**
Course Number:	TT0001
Description:	During the past 40 years, the Laboratory has undergone many transformations as it has taken on new and challenging missions. One of the more profound changes is taking place today as the people who make up this institution begin to interface with the private sector in entirely different ways. Intellectual property and proprietary information are causing each of us to rethink our historic role of freely disseminating unclassified information for the advancement of technology and industry. This workshop takes us from our earliest statutory directives and moves us through the present era of Cooperative Research and Development Agreements (CRADAs) and licensing to a future where we will serve our country in new and exciting ways.
Audience:	Employees who want to learn more about technology transfer
Prerequisite:	None
Prerequisite course:	None
Offered:	Scheduled as needed
Time(s):	8:30–10:30
Length of course:	2 hours
Type of instruction:	Lecture
Fee:	$25
Number of participants:	25–100

Courses available

Course Title:	**Intellectual Property From A-to-Z**
Course Number:	TT0002
Description:	This workshop will cover the legal requirements for obtaining and protecting the intellectual property rights for patents, copyrights, trademarks, trade secrets, and proprietary information. The workshop will emphasize LLNL Patent Group procedures and the ways to prevent loss of intellectual property rights.
Audience:	Employees interested in intellectual property rights
Prerequisite:	None
Prerequisite course:	None
Offered:	Scheduled as needed
Time(s):	8:30–10:30
Length of course:	2 hours
Type of instruction:	Lecture
Instructor:	Patent Group Attorneys
Fee:	$25
Number of participants:	25–100

Course Title:	**Writing for Dollars: How to Write an Effective Proposal**
Course Number:	TT0003
Description:	What makes a good proposal? What criteria do evaluators use to judge your proposal? In this workshop, you will learn how to showcase benefits and features, how to recognize and avoid the pitfalls of a bad proposal, how to determine milestones and deliverables, and other “tricks of the trade.”
Audience:	Employees interested in writing proposals
Prerequisite:	None
Prerequisite course:	None
Offered:	Scheduled as needed
Time(s):	8:30–10:30
Length of course:	2 hours
Type of instruction:	Lecture
Instructor:	TID Editors
Fee:	$25
Number of participants:	25–100

Technology Transfer Initiatives Program, Continued

Courses Available

Course Title:	**Industrial Partnering: Successful Mechanisms**
Course Number:	TT0004
Description:	This workshop covers the substantive components of the existing and proposed methods of collaboration with industry available at LLNL. It will look at some of the practical problems associated with collaborative research proprietary information, deadlines, and contract administration. The workshop will discuss and distinguish between Cooperative Research and Development Agreements (CRADAs), Site Access Agreements, Personnel Exchanges, Machine Technology Access Centers, New Facility User possibilities, and the emerging technology transfer aspects of Work for Others. It will also discuss Laboratory, state, and Federal efforts for small business development.
Audience:	Employees interested in industrial partnering
Prerequisite:	None
Prerequisite course:	None
Offered:	Scheduled as needed
Time(s):	8:30–10:30
Length of course:	2 hours
Type of instruction:	Lecture
Instructor:	Technology Transfer staff
Fee:	$25
Number of participants:	25–100

Courses Available

Course Title:	**Licensing: Turning on the Royalty Stream**
Course Number:	TT0005
Description:	This workshop is organized for and oriented to the needs of Laboratory investigators. The workshop will cover the step-by-step process from invention disclosure to the successful transfer of a technology to the commercial workplace through licensing. Topics include preparing an effective invention disclosure, assessing the technology for commercial applications, marketing the technology, finding potential licenses, selecting the appropriate type of licensing agreement, distributing the royalties, licensing vs CRADAs, the importance of bar dates, and the cooperative but different roles of inventor, the Laboratory Program, and the Technology Transfer Office.
Audience:	Laboratory investigators
Prerequisite:	None
Prerequisite course:	None
Offered:	Scheduled as needed
Time(s):	8:30–10:30
Length of course:	2 hours
Type of instruction:	Lecture
Instructor:	Technology Transfer staff
Fee:	$25
Number of participants:	25–100

Courses Available

Course Title:	**Essentials of Program Development**
Course Number:	TT0006
Description:	This is a fundamental broad-based course in program development that will provide skills, tools, and techniques for identifying and developing opportunities with existing and new sponsors. The course provides an introduction to and an overview of program development from A to Z, beginning with an initial internal assessment of strengths, weaknesses, and opportunities, and continuing through program management and monitoring long-term performance.
Topics:	• An organizational self-assessment of strengths, and weaknesses, including an analysis of the environment and alternative sources in light of the Laboratory's strategic objectives • Identification of possible and probable markets, including profiling qualified sponsors, and understanding different buyer roles and the decision making process • Market analysis, including identifying sponsor needs and developing go/no-go criteria • Sponsor analysis, including assessing the requirements, understanding the sponsor's needs and expectations, identifying key issues, and weighing the Laboratory's capabilities • Strategic and tactical planning, including preparing a program development outline for capturing the business opportunity and monitoring progress

Courses Available

- Sponsor development and retention, including using an information and communication plan, monitoring satisfaction and progress, and creating sponsor delight
- Developing and documenting a formal business plan for developing specific sponsors or overall program development initiatives
- Program management, including managing ongoing relationships, monitoring performance, and responding to new requirements

Audience:	Employees involved in program development within their organization
Prerequisite:	None
Prerequisite course:	None
Offered:	Scheduled as needed
Time(s):	8:30–4:30
Length of course:	24 hours
Type of instruction:	Lecture and small group exercises
Instructor:	Self-Management Institute
Fee:	$600–900
Number of participants:	25

Courses Available

Course Title:	**Writing Laboratory Proposals**
Course Number:	TT0007
Description:	In this course, program and project leaders will learn how to generate competitive proposals that communicate the Laboratory's unique capabilities and benefits to existing or potential sponsors. This class will provide the skills, knowledge, tools, and techniques to plan, execute, and manage all essential elements of competitive proposal development and writing.
Topics:	• Developing a go/no-go criteria for deciding whether or not to generate a formal proposal or white paper • Defining customer and Laboratory goals, requirements, and expectations to determine the Laboratory's offer, assess LLNL's potential, and develop a document strategy and themes • Mocking-up and writing effective executive summaries • Forming and managing proposal teams and assigning roles and responsibilities • Designing user-friendly, state-of-the-art formats, visuals, covers, etc. • Outlining the proposal and responding to sponsor requirements and instructions • Storyboarding proposal sections and writing proposal drafts quickly and effectively • Organizing and conducting reviews and approvals • Developing and using commercial, institutional, or organizational resources to support proposal preparation • Customizing techniques for specific sponsors, subjects areas, etc. • Learning techniques to minimize the pain and cost of proposal writing
Audience:	Employees who write Laboratory proposals
Prerequisite:	None
Prerequisite course:	None
Offered:	Scheduled as needed
Time(s):	8:30–4:30
Length of course:	16 hours
Type of instruction:	Lecture and small group exercises
Instructor:	Self-Management Institute
Fee:	$525–725
Number of participants:	15

Technology Transfer Initiatives Program, Continued

Courses Available

Course Title:	**Enhancing Sponsor Relations**
Course Number:	TT0008
Description:	Whereas Essentials of Program Development (TT0006) addresses the more global aspects of developing business opportunities, this course focuses on expanding and solidifying specific sponsor relations. Participants will explore techniques for partnership and team spirit with the sponsor.
Topics:	• Understanding value-added and how to translate the concept into specific strategies for Laboratory sponsors • Developing listening and questioning skills to create an open dialogue and appreciate the sponsor's real issues and requirements • Learning how to pace sponsor interactions; reading and adapting to sponsor feedback; and clarifying, paraphrasing, and summarizing discussions • Developing and expanding the knowledge/information base on the sponsor through a variety of resources and approaches • Identifying, profiling, and influencing the sponsor's key players while building trust and support throughout their organizations • Preparing for and facilitating customer meetings to accomplish partnership goals • Assessing and monitoring customer satisfaction, working tough problems, and maintaining momentum
Audience:	Employees involved in their organization's program development
Prerequisite:	None
Prerequisite course:	None
Offered:	Scheduled as needed
Time(s):	8:00–4:30
Length of course:	16 hours
Type of instruction:	Lecture and small group exercises
Instructor:	Self-Management Institute
Fee:	$600–900
Number of participants:	15

Courses Available

Course Title:	**Strategic Planning for New Business Opportunities**
Course Number:	TT0009
Description:	In this course, participants learn processes, tools, and techniques for assessing their internal and external environments, analyzing alternative sources, balancing short-term interests with longer-term goals, bridging the gap between changing technologies and emerging customer needs, and outlining a business strategy that contains both an analysis and an action plan.
Topics:	• Conduct assessments of strengths, weaknesses, and opportunities at the Laboratory and their specific area • Conduct an Environmental Factors assessment • Examine corporate mission and define their mission and vision statements within the framework of the corporate strategy and in response to internal/external assessments • Analyze alternative sources and develop a positioning strategy in relation to other sources • Assess sponsor needs and expectations, technology issues, and technical and program risks • Write a formal strategic business plan that identifies the path forward • Set goals and specify tracking metrics
Audience:	Employees who are developing business plans for their organizations
Prerequisite:	None
Prerequisite course:	None
Offered:	Scheduled as needed
Time(s):	8:00–4:30
Length of course:	16 hours
Type of instruction:	Lecture and small group exercises
Instructor:	Self-Management Institute
Fee:	$600–900
Number of participants:	15

Courses Available

Course Title:	**Value-Added Program Management**
Course Number:	TT0012
Description:	As the Laboratory transitions more heavily into dual use and commercial projects, the balance between technical performance, cost, and schedule must be re-thought. This course provides the framework for implementing new methods for managing programs in the post-Cold War world.
Topics:	• Introduction to and definition of program management • The program manager and program team • The program management environment • Program risk management • The program cycle • Program visibility (oversight) • The role and relationship of system engineering • Program business controls • The elements required for successful program management • Program status • Program requirements • Corrective actions • Program organization • Program leadership • Program planning
Audience:	Experienced program and project managers
Prerequisite:	Knowledge of the steps in the Project Life Cycle; the basics of project planning; how to budget and schedule a project; how to write a technical task description; and how to establish project milestones. EN2626, CO0519, or equivalent experience.
Prerequisite course:	None
Offered:	Scheduled as needed
Time(s):	8:30–4:30
Length of course:	24 hours
Type of instruction:	Lecture and small group exercises
Instructor:	Training Dynamics
Fee:	$600–900
Number of participants:	25–30

Courses Available

Course Title:	**Negotiation Mastery**
Course Number:	TT0013
Description:	This is a fundamental business communication course designed to promote sponsor relationships, expand the financial sponsorship of Laboratory business opportunity programs, and improve project management with existing and new sponsors. The course provides the skills, knowledge, and tools for conducting productive win-win negotiations.
Topics:	• Examine negotiation as a problem-solving tool for resolving misunderstandings and conflicts with Laboratory sponsors, industrial partners, or internal contacts • Explore five different negotiating styles: Win-Lose, Lose-Lose, Compromise, Win-Win, and No-Deal • Develop an appreciation for the Negotiation Strategy Model, and learn how to use it to determine which style to use, given the importance of the relationship and other factors • Understand how power and influence impact the negotiation process and learn ten specific influence tactics to use in negotiations • Review the four keys to successful negotiating from the Harvard Negotiation Project • Learn specific techniques for using negotiating proactively to set mutually agreeable programmatic goals, technical work statements, budgets, and schedules resulting in mutually acceptable goals at acceptable costs and within reasonable timelines
Audience:	Employees who negotiate with sponsors
Prerequisite:	None
Prerequisite course:	None
Offered:	Scheduled as needed
Time(s):	8:00–4:30
Length of course:	16 hours
Type of instruction:	Lecture and small group exercises
Instructor:	Self-Management Institute
Fee:	$450–750
Number of participants:	25

Courses Available

Course Title:	**Patent System and Applications**
Course Number:	TT0019
Description:	This course provides a basic knowledge of the meaning of intellectual property and property rights, basic definitions of invention and inventorship, novelty and uniqueness; and a working knowledge of how intellectual property rights are secured, protected, and defended. It will cover the critical importance and value of securing patents for inventions and provide a basic knowledge of the patenting process.
Topics:	• Establishing CRADAs and other industrial partnerships • Securing work-for-others programs and other new funding for LLNL • Establishing LLNL origins for new concepts and inventions as a means of enhancing Laboratory prestige • Identifing patentable concepts • Understand the procedures for patent disclosures, applications, and prosecution • Establish necessary documenation through lab books, affidavits, and disclosures • Draft patent application texts
Audience:	Scientists, engineers and others who need to understand the Patent System and who need to file Patent Applications
Prerequisite:	None
Offered:	Scheduled as needed
Time(s):	8:30 am–4:30 pm
Length:	32 hours
Type of instruction:	Lecture, workshop sessions
Instructor:	Access Research Corporation
Location:	To be announced
Fee:	To be announced
Number of participants:	20

Procurement Department

Overview

The Procurement Department and LLNL are committed to developing highly trained procurement specialists. The current training program includes courses for procurement specialists and technical release representatives.

In FY96, Procurement will sponsor courses in such areas as Commercial Contracting, Statements of Work, Procurement and Receiving Information System, Time Management, and Contract Law. Special emphasis will be placed on non-Procurement personnel in using the Procurement credit card for small purchases.

The Procurement Department and the Financial Management Training Program (FMTP) staff have recently combined their efforts and skills to develop an easy step-by-step procurement course that will also be offered in FY96.

Point of Contact

Michael Hodsdon
Lawrence Livermore National Laboratory
P. O. Box 808, L-650
Livermore, CA 94550
voice: 510-423-4005
fax: 510-422-5013
e-mail: michael_hodsdon@quickmail.llnl.gov

Courses Available

Course Title:	**Certification Training for Technical Release Representatives (TRRs)**
Description:	This is a one-and-one-half-day certification program for Technical Release Representatives (TRRs) who are authorized to make releases from Commodity/Service Requirement Subcontracts and Blanket Purchase Agreements, or who are authorized to make ProCard purchases in their respective program areas. Certification consists of two modules. Participants must complete both to receive certification from the Procurement Department.

Courses Available

Course Title:	**Certification on Commodity Requirement Subcontracts** **Module 1: Introduction and Classification**
Course Number:	PR9111
Topics:	• Commodity Requirement Subcontract (CRS) used as a procurement tool • Item File detail on the release entry in PARIS • PARIS category listing for all LLNL releases
Required for:	Technical Release Representatives (TRRs) for commodities to obtain certification
Required by:	DOE Order
Repeat frequency:	One time only
Prerequisite:	Participants must be nominated by a supervisor or CMMD manager
Prerequisite course:	None
Length of course:	3 hours
Instructor:	Brenda Ianiro
Fee:	$50 (covers all four modules)
Number of participants:	20

Course Title:	**Certification on Commodity Requirement Subcontracts** **Module 2: Release Administration**
Course Number:	PR9112
Topics:	• Scope of a CRS in relation to the buyer's and releaser's responsibilities • Contractual obligation and terms and conditions of a CRS • Accountable property
Required for:	TRRs for commodities to obtain certification
Required by:	DOE Order
Repeat frequency:	One time only
Prerequisite course:	PR9111, Certification on Commodity Requirement Subcontracts (Module 1)
Length of course:	3 hours
Instructor:	Brenda Ianiro
Number of participants:	20

Courses Available

Course Title:	**Certification on Commodity Requirement Subcontracts** **Module 3: Delegation of Authority**
Course Number:	PR9113
Topics:	• Chain of delegation and release authority granted a releaser • Contractual, legal, and personal liability as a releaser • Regulations, directives, and codes of ethics prescribed by C&MMD
Required for:	TRRs for commodities to obtain certification
Required by:	DOE Order
Repeat frequency:	One time only
Prerequisite course:	PR9112, Certification on Commodity Requirement Subcontracts (Module 2)
Length of course:	3 hours
Instructor:	Brenda Ianiro
Number of participants:	20

Course Title:	**Certification on Commodity Requirement Subcontracts** **Module 4: PARIS Computer Training**
Course Number:	PR9114
Description:	Hands-on PARIS release entry training exercises
Required for:	TRRs for commodities to obtain certification
Required by:	DOE Order
Repeat frequency:	One time only
Prerequisite course:	PR9113, Certification on Commodity Requirement Subcontracts (Module 3)
Length of course:	3 hours
Instructor:	Rebecca Cameron
Number of participants:	12

Courses Available

Course Title:	**Certification for Technical Release Representatives on Service Requirement Subcontracts** **Module 1: SRS Concepts**
Course Number:	PR9115
Topics:	• Definition of a Service Requirement Subcontract (SRS) • Types of service contracts LLNL uses • How a SRS works within the LLNL procurement process • How SRSs will change the way we do business • Authorization and code of conduct requirements for Technical Release Representatives (TRRs)
Required for:	TRRs for services to obtain certification
Required by:	DOE Order
Repeat frequency:	One time only
Prerequisite:	Participants must be nominated by a supervisor or CMMD manager
Prerequisite course:	None
Length of course:	3 hours
Instructor:	Brenda Ianiro
Fee:	$50 (covers all three modules)
Number of participants:	20

Courses Available

Course Title:	**Certification for Technical Release Representatives on Service Requirement Subcontracts** **Module 2: SRS Release Administration**
Course Number:	PR9140
Topics:	• TRR responsibilities • Release information • Role of accounts payable • Audits and record keeping • Electronic release
Required for:	TRRs for services to obtain certification
Required by:	DOE Order
Repeat frequency:	One time only
Prerequisite course:	PR9115, Certification for Technical Release Representatives on Service Requirement Subcontracts (Module 1)
Length of course:	3 hours
Instructor:	Brenda Ianiro
Number of participants:	20

Course Title:	**Certification for Technical Release Representatives on Service Requirement Subcontracts** **Module 3: PARIS Computer Training**
Course Number:	PR9141
Topics:	• User information for data input into PARIS release system • Step-by-step procedure of release entry • Hands-on practice of release entry
Required for:	TRRs for services to obtain certification
Required by:	DOE Order
Repeat frequency:	One time only
Prerequisite course:	PR9140, Certification for Technical Release Representatives on Service Requirement Subcontracts (Module 2)
Length of course:	3 hours
Instructor:	Becky Cameron
Number of participants:	10

Courses Available

Course Title:	**Acquisition Planning**
Course Number:	PRXXXX
Description:	This course will provide skills in subcontract planning and solicitation development for both procurement specialists and requesters.
Topics:	• Long-range procurement planning • Source evaluation procedures • Solicitation development • Competitive range • Enhancing competition • Requirements descriptions, including statements of work (SOWs) • Avoiding crises • Best and final offers • Selection and award
Audience:	Buyers, Subcontract Administrators, Group Leaders, and Technical Requesters who need skills in acquisition planning.
Prerequisite:	None
Length of course:	2 days
Type of instruction:	Lecture-discussion, case studies and practical exercises
Instructor:	TBD
Fee:	$200 per student
Number of participants:	30

Courses Available

Course Title:	**Basic Procurement (M&O Perspective)**
Course Number:	PR9177
Description:	This course presents procurement overview and background information on the fundamentals of the “Federal Norm.”
Topics:	• Competition in subcontracting • Types of subcontracts • Methods of procurement • Presolicitation considerations • Cost and price analysis • Subcontract administration requirements
Audience:	Buyers and Subcontract Administrators who need an overview of the requirements of the Federal Norm and M&O Purchasing.
Prerequisite:	None
Length of course:	2 days
Type of instruction:	Lecture-discussion, case studies, and practical exercises
Instructor:	TBD
Fee:	$200 per student
Number of participants:	30

Courses Available

Course Title:	**Construction Manager Delegation of Authority**
Course Number:	PRXXXX
Description:	This course is designed to instruct Plant Engineering personnel in the legal requirements for directing changes to construction projects. The class is a prerequisite to receiving delegation of authority from the LLNL Business Manager.
Topics:	• Construction changes • Modifications • Limits of authority • Standards and ethics • Conflict of interest • Change order directive • Contract modification • Reasonableness of price
Audience:	Construction managers, Inspectors, Project managers, Plant Engineering, and Construction contracts specialists.
Prerequisite:	None
Length of course:	4 hours
Type of instruction:	Lecture-discussion, case studies, and practical exercises
Instructor:	Vern Davis and Brenda Ianiro
Fee:	$50 per student
Number of participants:	10

Courses Available

Course Title:	**Construction Subcontracts**
Course Number:	PRXXXX
Description:	This course provides working knowledge of construction subcontracting, with a general overview of soliciting, awarding, and administration of construction subcontracts according to the "Federal Norm."
Topics:	• Preparation of solicitations • Selection and documentation requirements • Suspension of work • Terminations • Warranties • Time extensions • Inspection clauses • Brooks Act • Davis-Bacon/Contract Work Hours Acts
Audience:	Buyers and Subcontract Administrators who need an enhanced understanding of construction subcontracting.
Prerequisite:	None
Length of course:	2 days
Type of instruction:	Lecture-discussion, case studies and practical exercises
Instructor:	TBD
Fee:	$200 per student
Number of participants:	30

Courses Available

Course Title:	**Contracting & Materiel Management: An Overview**
Course Number:	PRXXXX
Description:	This course will explain the overall purchasing system at LLNL. The course will walk a typical requester through the purchasing system, from requisition requirements until the item or service is received at the Laboratory.
Topics:	• Requirement definition • Requisition documentation • Competition requirements • Single source justification requirements • Procurement integrity • Responsibilities of the requester • Unauthorized procurements • TRR program overview • Inspection and acceptance • Subcontract close-out
Audience:	Requesters, administrators, or procurement specialists who are new to the LLNL purchasing system
Prerequisite:	None
Length of course:	4 hours
Type of instruction:	Lecture-discussion and practical exercises
Instructor:	Mike Hodsdon
Fee:	$50 per student
Number of participants:	25

Courses Available

Course Title:	**Contract Law**
Course Number:	PRXXXX
Description:	This course will provide an understanding of the United States legal system, basic contract law concepts, and interpretation of the written contract.
Topics:	• Federal judicial system • Legal concept of jurisdiction • Sources of government contract law • The elements of a contract • Private and public contracts • Roles, duties and conduct of government officials • Rules of contract interpretation • The importance of the SOW and contract specifications
Audience:	Buyers, Subcontract Administrators, and Group Leaders who need to understand the basic legal principles operative in government contracting
Prerequisite:	None
Length of course:	2 days
Type of instruction:	Lecture-discussion, contract law cases and practical exercises
Instructor:	TBD
Fee:	$200 per student
Number of participants:	25

Courses Available

Course Title:	**Contract Types**
Course Number:	PRXXXX
Description:	This course will provide an understanding of the different contractual arrangements that can be used by the Procurement specialist.
Topics:	• Risk of performance • General classification of contract types • Fixed-price type contracts • Cost-reimbursement type contracts • Time and materials contracts • Labor hour contracts • Letter contracts • Requirements contracts • Blanket purchase agreements
Audience:	Buyers, Subcontract Administrators, and Group Leaders who desire a better understanding of contract types
Prerequisite:	None
Length of course:	3 days
Type of instruction:	Lecture-discussion, contract law cases and practical exercises
Instructor:	TBD
Fee:	$200 per student
Number of participants:	30

Courses Available

Course Title:	**Cost And Price Analysis**
Course Number:	PR9191
Description:	This course will provide in-depth analysis of the price and cost elements that comprise contracts at LLNL.
Topics:	• Overview of contract pricing • Pricing personnel • Contractor cost estimating • Price analysis • Cost analysis • Profit analysis (weighted guidelines) • Documenting the negotiated cost or price • Pricing options and terminations
Audience:	Buyers, Subcontract Administrators, and Group Leaders who desire a better understanding of cost and price analysis
Prerequisite:	*Basic Procurement (M&O Perspective)*
Length of course:	3 days
Type of instruction:	Lecture-discussion, case studies and practical exercises
Instructor:	TBD
Fee:	$200 per student
Number of participants:	30

Courses Available

Course Title:	**Certification Requirements—Module 1**
Course Number:	PR9211-1
Topics:	• Low-value procurement tools—what they are, why we use them • Delegation of authority; ethics • Release-driven orders and ProCard purchases • The roles of Receiving, Property, Shipping, and Accounting • Review of Chem Track, Self-Assessment, and TRR Desk Audits • Introduction to PARIS and TOPS
Required for:	TRRs to obtain certification
Required by:	LLNL Policy (Best Management Practices)
Repeat frequency:	One time only
Prerequisite:	Participants must be nominated by supervisor or Procurement Manager
Prerequisite course:	None
Offered:	August 30–31
Time(s):	8:30–4:30
Instructor:	Brenda Ianiro
Fee:	None
Number of participants:	50

Course Title:	**Release Administration and Computer Practice—Module 2**
Course Number:	PR9211-2
Topics:	• Item File and PARIS release codes • TRR sample reports • Practice releases and Procard purchases—input data, how to read and hands-on PARIS release entry and ProCard transaction summary
Required for:	TRRs to obtain certification
Required by:	LLNL Policy (Best Management Practices)
Repeat frequency:	One time only
Prerequisite:	Participants must be nominated by supervisor or Procurement Manager
Prerequisite course:	PR9211-1, Certification Requirements—Module 1
Offered:	To be determined
Time(s):	8:30–12:00
Instructor:	Dawn Hamilton/Becky Cameron
Fee:	None
Number of participants:	9

Business Services Department

Overview

The Business Services Department provides several institutional services for LLNL including the management of property and records and offers training courses in support of these activities.

Property Management training includes a description of property management and why it is important, the responsibilities of the property center representative and others involved in managing property, how LLNL tracks property and the life cycle of a property item.

Records Management training covers common problems with paper filing systems, filing system planning, benefits of using computer technology, developing and maintaining filing systems, retention schedules and appropriate equipment and supplies.

Point of Contact

Toni Bettencourt
Lawrence Livermore National Laboratory
P. O. Box 808, L-651
Livermore, CA 94550
voice: 510-423-4684
fax: 510-422-5509
e-mail: toni_bettencourt_quickmail.llnl.gov

Courses Available

Course Title:	**Active Files Management**
Course Number:	SD1001
Description:	As the "paperless office" has continued to be elusive and the ease of producing paper faster has created an information and paper explosion, business must again concentrate on managing active paper records through development of an efficient and cost-effective file system. This full-day course on Active Files Management will provide an overview of the design and development of paper document filing systems for your organization's maximum productivity and efficiency.
Topics:	• Common problems with today's paper filing systems • Required knowledge and prerequisite planning • Relationship between developing a filing system and the retention schedule • Records inventory, analysis, procedures • Classification into file types • File retrieval, access and charge-out procedures • Benefits of using computer technology • Appropriate filing equipment and supplies
Audience:	Persons interested in proactively managing their own filing systems and those responsible for establishing and maintaining shared filing systems
Required for:	
Required by:	
Repeat frequency:	
Prerequisite:	None
Prerequisite course:	None
Hardware:	
Offered:	Scheduled as needed
Time(s):	
Length :	8 hours
Type of instruction:	Lecture
Instructor:	Nyoakee B. Salway, FAI
Location:	To be announced
Fee:	To be announced
Number of participants:	50
Deadline:	

Course Title:	**Property Management Training Program**
Course Number:	SD2001
Description:	This course provides an overview of the property management system at LLNL. It covers the responsibilities of a property center representative and others involved with managing property; and the policies and procedures involved in all aspects of property such as acquiring, borrowing, loaning, transferring, and removing property. This course will include hands-on training using the Laboratory's computer database for capital and attractive property called PRISM (Property Information System).
Topics:	• Property management and why it is important • The responsibilities of the property center representative and others involved in managing property • How LLNL keeps track of property • The life cycle of a property item, including information on acquisition, receiving, tracking, inventorying, storing, and disposal.
Audience:	Property center representatives and others involved with managing property
Required for:	
Required by:	
Repeat frequency:	
Prerequisite:	Familiarity with using computers
Prerequisite course:	
Hardware:	IBM PC or Macintosh
Offered:	Scheduled as needed
Time(s):	
Length:	12 hours
Type of instruction:	Lecture, workshop sessions, and hands-on computer instruction
Instructor:	Property Management Division staff
Location:	To be announced
Fee:	To be announced
Number of participants:	12
Deadline:	

Lockheed Martin (LM)

LM Corporate Business Management Training

Overview	The Lockheed Martin Corporation, located in Bethesda, MD, has a training Program for Government Contract Compliance. An outline of their curriculum is included in this Guide.
Point of Contact	Amy Brennan Lockheed Martin Corporation P. O. Box 8048, MS-A Philadelphia, PA 19101 voice: 610-354-5349 fax: e-mail: amy.r.brennan@den.mmc.com

Interactive Video Modules

Following is a listing of the interactive modules offered. Note: Target population means full-time Lockheed Martin employees and temporary, subcontract, or consultant personnel.

Subject	Corporate Interface	Primary Target Population	Anticipated Release Date
Antitrust Compliance	Legal	Employees having contacts with competitors, suppliers, and customers and employees involved with professional organizations.	12-95
Business Practices	Legal	Employees having contacts with competitors, suppliers, and customers and employees with access to key internal information.	11-95
Cultural Diversity	Human Resources	All employees	6-95
Drug-Free Workplace	Human Resources	All employees	10-95
Environmental, Health and Safety Awareness	Corporate EHS/Legal	All employees	
Ethics	Ethics and Business Conduct	All employees	8-95
Ex-Government Employees	Human Resources	Employees having contacts with customers, recruiters, and ex-government personnel.	6-95
Export Control	International	Employees involved with international activities.	9-95
Government Property	Contracts	Employees dealing with government property.	6-95

LM Corporate Business Management Training, Continued

Interactive Video Modules

Subject	Corporate Interface	Primary Target Population	Anticipated Release Date
International Military Sales	Legal	Employees involved in international activities.	10-95
IR&D/B&P	Contracts	Proposal preparers, contract negotiators, and employees involved in technical activities.	9-95
Kickbacks and Gratuities	Central Services/ Legal	Employees having contacts with customers/suppliers	12-95
Labor Charging	Government Accounting	All employees	11-95
Material Costs	Contracts	Employees who propose, request, order, manage, and control material.	8-95
New Employee Orientation	Human Resources	All new employees.	3-96
Organizational Conflicts of Interest	Contracts/Legal	Employees in Contracts, Business Development, Marketing and Legal and key employees in Human Resources, Engineering, and Program Management.	9-95
Procurement	Central Services/ Legal	Sourcing personnel, employees having contacts with suppliers, and employees involved in sourcing related activities.	7-95

Interactive Video Modules

Subject	Corporate Interface	Primary Target Population	Anticipated Release Date
Procurement Integrity	Contracts	Employees having contacts with customers and competitors, proposal preparers, and contract negotiators.	8-95
Product Substitution	Contracts/Legal	Employees having contacts with suppliers, proposal preparers, and production quality/ engineering personnel	11-95
Records	Legal	Employees who generate/maintain documents in support of contract proposals/ contract performance, and employees needing guidance on interviews with governmental personnel.	8-95
Security	Security	All employees with security clearances.	2-96
Sexual Harassment	Human Resources/ Legal	All employees	6-95
Software Copyright Compliance	Legal	Employees using software.	6-95

LM Corporate Business Management Training, Continued

Interactive Video Modules

Subject	Corporate Interface	Primary Target Population	Anticipated Release Date
Truth in Negotiations	Contracts/Legal	Employees having contacts with customers, proposal preparers, and contract negotiators.	8-95

LM Energy Systems' Finance College

Overview

The Lockheed Martin Energy Systems Finance College is a comprehensive performance-based Financial Training Program that covers business management topics. The decision to develop this Program evolved as a result of the change in the role of the financial staff over the last decade. With increased efficiency of computer applications, increasingly tight budgets, new and stricter rules and regulations, and an extremely complex financial system, the role has changed from a focus on reporting results to managing policy and providing advice and consent.

The Program is divided into subject modules and instruction is performed by certified instructors. All Finance College instructors are required to attend Basic Instructor Training, a methods course that develops the basic skills and knowledge required to prepare and present a lesson of instruction. Validation of each module is performed by the Finance College Advisory Committee. This committee consists of representatives from a cross-section of the site and central financial organizations. The Director of the Finance College chairs the committee and is responsible for the implementation of the modules to target audiences.

Point of Contact

Beth Kendrick
Lockheed Martin Energy Systems Finance College
MS-6477
P.O. Box 2003
Oak Ridge, TN 37831-7614
voice: 615-576-4158
fax: 615-241-5720
e-mail:

Program Development

A team was established in October of 1989 to make recommendations for implementation of a formalized Financial Training Program.

Our Program was developed in accordance with DOE Order 5480.18, "accreditation of performance-based training for DOE nuclear facilities." It was divided into a series of job-related modules to be developed by a team of subject matter experts. Instructor(s) for each module are selected from among a team of subject matter experts.

Instructors are required to successfully complete basic instructor training (BIT). BIT is a five-day methods course that develops the basic skills and knowledge required to prepare and present a lesson on instruction.

Lesson plans are developed for each module. A standard format was established that outlines trainer and trainee activities and ensures consistency and effective training presentation.

Participants are required to obtain at least 80% on an exam derived from the enabling objectives. Ratings and feedback are obtained through post-training questionnaires to ensure continuous Program improvement. The questionnaire queries:

- Instructor performance
- Instruction materials
- Classroom environment

Training records are maintained in a database.

LM Energy Systems' Finance College, Continued

Organ-izational Structure

Advisory Committee	• Reviews lesson plan and instruction materials for accuracy and job relevance • Evaluates instructor performance in pilot presentation • Makes recommendations for improvements prior to implementation
Manager	• Serves as chairman of the advisory committee • Identifies existing training needs and specific topics for module development • Enlists subject matter experts to serve as instructors and/or assist in the preparation of lesson plans • Coordinates all logistical arrangements for the Finance College
Instructors	• Subject matter expert • Obtains training certification • Prepares detailed lesson plan and training support material for instruction • Delivers training module
Participants	• Primary: professional and technical financial staff • Secondary: non-financial staff members

LM Energy Systems' Finance College, Continued

Courses Available

The following courses are currently available:

- Overview of financial organizations
- Oral presentation skills
- Capital accounting and physical accountability
- Work for others financial management
- Information center user interface
- Cost accounting system (CAS)
- Cost accounting system overview
- Account/work order master technical training
- Account/work order master information session
- Cost estimating
- Tax facts seminar
- Procedures news briefs
- Commitment reporting system

Courses currently under development:

- DOE overview
- Subcontract management
- CAS reports formats
- Understanding accounts payable
- Approval granted by Tennessee State Board of accountancy for participants to claim continuing professional education credits
- New courses continue to be developed

Battelle, Pacific Northwest Laboratories (PNL)

Financial Management Training

Overview	Battelle Pacific Northwest Laboratory is located in Richland, Washington. Their business management training program is outlined below.
Point of Contact	Peter T. Smith Battelle, PNL MS: P7-75 P. O. Box 999 Richland, WA 99352 voice: 509-376-4673 fax: 509-373-9474 e-mail: pt_smith@pnl.gov

Finance Training

Overview

PNL's annual training series which are coordinated by the Finance directorate, are offered from February through May.

Courses Available

Course Title: **Understanding Overheads**

Description: This course provides an overview of how overhead accounting works at Battelle and consists of the following four sections:

1. Brief background on the regulatory drivers and business considerations that make our overhead accounting so complicated.
2. The types of cost that go into each overhead.
3. How to create a burdened labor charge-out rate, as well as how to burden non-labor costs.
4. Overhead rate history and rate comparisons between organizations within Battelle, plus some reference material to help quickly calculate the total burdened cost for labor, travel, procurements, etc.

Course Title: **Burdening Charge-Out Rates**

Description: Focuses on how basic overheads are applied to charge-out rates. This course includes practical steps and hands-on examples to burdening charge-out rates.

Course Title: **Information Technology (IT) Billing Systems-Account Recode and Closures**

Description: A discussion of the various IS&S Billings Systems; how they are structured, their TOS(s) (type of services), and the procedures for changes and updates to the system.

Course Title: **Capital vs. Expense Procurements**

Description: The course begins with a description of the Capital and Expense Rules. Following is a discussion concerning the determination of funding source (Operating vs. Capital). Appropriations Request (A/R) Requirements and Overheads on Capital Funding (Westinghouse and PNL) are also discussed.

Financial Training, Continued

Courses Available

Course Title:	**CIM/IDM (Cost Information Module/Information Distribution Manager) from the Business Office Perspective**
Description:	Class will cover value-added queries for the business office setting including non-standard queries such as invalids, hours/percentages charges to projects by job category, etc. It is designed for staff who do not know how to write queries in SQL or are not experienced in that area. This course will show how CIM/IDM can benefit a business office and the types of valuable data that can be retrieved.
Course Title:	**Charging Guidelines**
Description:	An overview of the rules and regulations that make up Battelle's charging guidelines policy. The introduction includes a discussion of the regulations, (such as FAR, CAS, our 180/1831 Contract with DOE, etc.), that are the foundation of our charging guidelines policy. The bulk of the course is devoted to walking through real-life charging situations that staff encounter, and soliciting staff input as to the correct charging practice for a given situation. Updated to include changes that may have occurred in the past year.
Course Title:	**Accounting Systems Overview**
Description:	Focuses on BNW's Balance Sheets to highlight the unique advantages of our business in comparison to BMI and other companies. The course focuses on the accounting systems environment and its unique accounting requirements for handling 1830 and 1831 work.
Course Title:	**Recovery**
Description:	Recovery at PNL means that at the end of an accounting period, the variance will neither be favorable or unfavorable. All pools need to recover cost. This short discourse will discuss the “whys” and “wherefores” of recovery.

Financial Training, Continued

Courses Available	Course Title:	**Invalids**
	Description:	Brief discussion of the current status of Invalid Prevention Team recommendations. Hints and helps for clearing and preventing invalids. Hints and helps based on questions & suggestions from the field, (i.e., soft reporting, rules for clearing from a cost and field standpoint), including suggestions from an invalids field team.

Business Training

Overview

The courses listed below are PNL's routine business training coordinated by Lab Training.

Courses Available

Course Title: **Conflict Management**
Description: This seminar is led by Dick Mayer and is based on his book, *Conflict Management: The Courage to Confront*. The course helps participants develop proficiency in conflict management by realizing that: a) conflict is part of life and can be constructive or destructive, depending on how it is managed; b) we are personally responsible for managing the conflict in our lives; and c) we have choices when faced with conflict.

Course Title: **Battelle Essentials & Survival Training for Managers (BEST)**
Description: Experts from various functional organizations present Battelle operations elements that are deemed critical for managers to achieve baseline effectiveness. Participants will also learn how to avoid pitfalls, where to find available assistance tools and resources, and what roles managers play in operations.

Course Title: **The Leader-Manager**
Description: This seminar helps managers become effective leaders by understanding the functions of leadership within a system framework.

Course Title: **The Learning Organization**
Description: This seminar teaches that a learning organization is defined as an organization skilled at acquiring, creating, and transferring knowledge, and at modifying its behavior on the basis of new knowledge and insights.

Sandia National Laboratory (SNL)

Sandia Business Schools

Overview

The Sandia Business Schools provide learning opportunities about Sandia business systems that enable Sandians to do their jobs better. We are committed to becoming a key partner in preparing customers to become skilled users of thevarious business and information systems at Sandia. We design, implement and sponsor relevant training programs to enhance and continuously improve performance.

Point of Contact

Carol L. Christensen
Sandia National Laboratory, Org. 10506
P. O. Box 5800
Albuquerque, NM 87185-0115
voice: 505-844-2148
fax: 505-844-6918

SBS Future Plans

Short Range

- Provide Sandia Management Development Course (SMDC) with a financial module for new Department managers titled “Budget Basics” (FY96)
- Work with Secretarial Process Council (SQPC) to target their specific financial training needs
- Design and maintain a global “Financial Terms Glossary” to be used in training and accessible on the Internal Web

Long Range

- Promote the SBS design and development process throughout the Labs and DOE complex
- Work hand-in-hand with HR to align training with an administrative career leader
- Explore training opportunities created through use of the Internal Web and Performance Support Systems

Courses Available

Course Title:	**How to Obtain Standard Reports**
Course Number:	SBS110
Description:	A hands-on training session for beginners on how to determine which standard report(s) to order; how to order, view, and print the reports; and how to review and cancel report orders.
Length:	4 hours
Cost:	$80

Course Title:	**Using Control-D, an Online Viewing Tool**
Course Number:	SBS115
Description:	A hands-on training session for more detail on online report viewing. Topics include how to set up rulers; how to customize existing reports; using filters; and making summary reports from existing reports.
Length:	3-1/2 hours

Course Title:	**Using the FIS Management Reporting Online Queries**
Course Number:	SBS120
Description:	A hands-on session on how to fill out selection criteria when designing the query and differences in query results based on selection criteria.
Length:	6 hours

Course Title:	**Financial Management—Preparation for Fiscal Year End**
Course Number:	SBS200
Description:	A workshop on the critical financial tasks unique to year-end closing. Topics will include guidance on how to identify and manage to the “B&R Obligation Control Level” for DOE-funded projects; how to identify and successfully manage mover/under costs and over/under commitment situations; special DOE requirements; and rules pertaining to FY95 year-end closing activities.
Length:	7 hours

Sandia Business Schools, Continued

Courses Available

Course Title:	**FIS: How to Interpret Cost Budget Reports**
Course Number:	SBS205
Description:	A workshop on how to interpret cost budget reports generated in Management Reporting on the Financial Information System (FIS). This course is designed for individuals who use standard financial reports to monitor costs, commitments, spend plan, and funding; and covers the definition, source document, and derivation of each field on the report.
Length:	4 hours

Course Title:	**Cost Budget E-mail Enabled Questions Using Netscape**
Course Number:	SBS210
Description:	A hands-on training session on how to submit cost budget e-mail enabled questions using Sandia's Internal Web and the Netscape browser. The queries also allow you to compose queries requesting information available in Management Reporting on the Laboratory Information System.
Length:	4 hours

Course Title:	**Preparing Savvy Spend Plan Adjustments**
Course Number:	SBS215
Description:	Covers definitions of each column on the form and contains helpful hints and suggestions about completing the form.
Audience:	Beginners using the Spend Plan Adjustment Form
Length:	3 hours

Course Title:	**Spend Plan Tool**
Course Number:	SBS220
Description:	A hands-on training sessions on how to order the Spend Plan Tool software, install the software, and input the FY96 Spend Plan Adjustments.
Length:	2 hours

Course Title:	**Cost Transfer Basics**
Course Number:	SBS225
Description:	TBD

Sandia Business Schools, Continued

Courses Available

Course Title: **Introduction to Service Centers for Service Center Staff**
Course Number: SBS230
Description: An introductory class. Topics covered are the steps necessary to set up a SC, the role of various participants of the SC, two basic methods available for billing customers, pricing methods, rates, and variation management.
Audience: Staff of new or proposed service centers
Length: 3 hours

Course Title: **Service Centers—A Customer's View**
Course Number: SBS235
Description: TBD
Length: 3 hours

Proposed Training Topics for FY96

Develop New Basic Training

Topics	Media
• Purchase Commitment Management	Class
— Limitation of Obligation (LO) — Forecasting — Using ASKIPS	Module
• Using the Chart of Accounts Queries — MR-5, Using the Chart of Accounts Query System — TIP$ 5, How to Open/Close/Modify a Case — MR-5A, Beginning a Chart of Accounts Query	Class User Guide TIP$
• Manage Case Structure, Status	Class
— TIP$ 7, How to Structure a Case	TIP$
• Analyzing and Revising a Center Support Rate	Class
— TIP$ 10, How to Calculate a Center Support Recovery Rate	TIP$
• Cost Estimating/Documentation	Class
• How to Track Plant and Capital Equipment (PACE)	

Update and Improve Existing Training and Job Aids

Topics	Media
• Project Cost Control Procedures—Source Book	Manual
• Department 10403 Budget Reference	

Develop New "Hot Topics"

Topics	Media
• As Requested	—

Course Evaluation

Student's Name *(optional)*: ______________________ Org: ________ Date: ____________

Course Title: **Preparing Savvy Spend Plan Adjustments** Course No: **SBS215**

When preparing spend plan adjustments, I feel confident I can . . .	Level of confidence									
	BEFORE					AFTER				
	Low				High	Low				High
	1	2	3	4	5	1	2	3	4	5
1) prepare an initial spend plan adjustment arriving at the correct total cost using Sandia loads.										
2) arrive at the total loaded labor amount based on number of regular FTEs and charging organization entered on the spend plan adjustment.										
3) identify the five PMAs and three Sectors involved in the spend plan process.										
4) identify the role of a typical project/program manager for the spend plan process.										
5) identify the PMA associated with any management code.										
6) determine the number of FTEs to enter on a spend plan adjustment during any month of the year to arrive at a specific YTD FTE count at the end of the year.										

Please place a check in the column which best answers the following statements:	Not at all				Definitely
	1	2	3	4	5
1) This training was relevant to my job.					
2) The course material was mostly new to me.					
3) The text and/or handout materials were easy to use.					
4) The visual aids were of good quality.					
5) The student packet will be useful back on the job.					
6) Exercises were well organized.					
7) Exercises correlated with the training materials.					
8) Exercises were useful for clarifying/applying training.					
9) Enough time was spent on individual exercises.					

(over)

INSTRUCTOR Name: ______________________________	Not at all 1	2	3	4	Definitely 5
1) was prepared for class.					
2) was knowledgeable about the subject.					
3) communicated the training information well.					
4) treated the students with respect and fairness.					
5) encouraged student/teacher interaction.					

INSTRUCTOR Name: ______________________________	Not at all 1	2	3	4	Definitely 5
1) was prepared for class.					
2) was knowledgeable about the subject.					
3) communicated the training information well.					
4) treated the students with respect and fairness.					
5) encouraged student/teacher interaction.					

Please answer the following:

The level of detail was: too much ___ appropriate ___ too little ___

Are there any barriers that will make it difficult for you to use the course content on the job?

Comments:

Westinghouse Hanford Company (WHC)

Business Management Training

Overview

Westinghouse Hanford Company (WHC) in Richland, Washington, offers a variety of business management related training. WHC is also interested in continuing to participate in Savings through Sharing activities, which we believe helps to avoid high training costs.

Contained in this section are Points of Contact (POC) and catalogs/course descriptions for the following business management related training:

- WHC Financial Curriculum
- Financial Data System (FDS) training
- Planning and Management Control Systems training
- Procurement training
- Property reutilization and disposal training

Point of Contact

Chris Wiprud
Westinghouse Hanford Company
P.O. Box 1970, G1-76
Richland, WA 99352
voice: 509-376-0764
fax: 509-376-6294
e-mail: Christine_A_Wiprud@rl.gov

Glossary of Acronyms

ADS	Activity Data Sheet
BTR	Buyer's Technical Representative
CAA	Cost Account Authorization
CAP	Cost Account Plan
CE	Cost Element
CENRTC	Capital Equipment Not Related to Construction
EAC	Estimate at Completion
EPDS	Environmental Planning and Data System
FDS	Financial Data System
FTE	Full-Time Equivalent
FYSF	Fiscal Year Spending Forecast
GPP	General Plant Project
IRM	Information Resource Management
LI	Line Item
MCS	Management Control System
MP	Major Project
PMM	Procurement and Materials Management
SP	Small Project
QA	Quality Assurance
VAR	Variance Analysis Report
WBS	Work Breakdown Structure
WHC	Westinghouse Hanford Company

Financial Curriculum

Overview

The Financial Curriculum is WHC's response to an increasingly dynamic financial environment. To ensure accuracy and credibility of content, effectiveness of the training, and buy-in to the program, all Curriculum courses have been designed by teams of financial subject matter experts and an instructional designer. In addition, all courses are taught by financial subject matter experts who have been trained in adult learning theory and instructional techniques.

Points of Contact

Administrative POC

Cheryl M. Smith
Westinghouse Hanford Company
P.O. Box 1970, B3-53
Richland, WA 99352
voice: 509-376-2216
fax: 509-376-0207
e-mail: Cheryl_M_Smith@rl.gov

Scheduling/ Registration POC

Quality Training & Resource Center (QTRC)
Westinghouse Hanford Company
P.O. Box 1970, G6-64
Richland, WA 99352
voice: 509-376-7117
fax: 509-376-7418
e-mail:

Technical POC

Chris Wiprud
Westinghouse Hanford Company
P.O. Box 1970, G1-76
Richland, WA 99352
voice: 509-376-0764
fax: 509-376-6294
e-mail: Christine_A_Wiprud@rl.gov

Financial Curriculum, Continued

Courses Available

Course Title:	**Budget Implementation/Execution**
Course Number:	019020
Cost:	$205
Length:	8 hours
Description:	This course will enable financial analysts to better prepare execution budgets, identify key people and prepare the required documentation. Using key terms associated with specific resource documentation, students will categorize the resource documentation needed to begin developing an execution budget, describe the process of developing both direct and indirect execution budgets, identify key documents used in each development, define the reporting requirements associated with executing an approved budget, and demonstrate analysis tools used in developing budget execution reports. Course format includes several hands-on and interactive exercises, and a liberal use of (appropriate) humor to enhance the learning experience and knowledge/skills retention. *Participants are asked to bring their calculators.*
Topical Outline:	A cradle-to-grave approach. From . . . • The guidance needed to begin preparing execution budgets and confirming the receipt of funding to . . . • Planning/preparing execution budgets (WBS, CAA, CAP) to. . . • Calculating estimates-at-completion (EACs) and Fiscal year Spending Forecasts (FYSFs)
Audience:	New, but not brand new, financial staff.
Prerequisites:	FDS Overview & Reporting. MCS Workshop would be helpful, but not required. Recommended that participant complete “Business Ethics & Allowable Costs” (formerly the Ethics, and Allowable vs Unallowable Costs modules of “Charging Practices”).

Courses Available

Course Title:	**Business Ethics & Allowable Costs** *(Formerly the Ethics, and Allowable vs Unallowable Costs modules of "Charging Practices," 019000)*
Course Number:	019002
Cost:	$105
Length:	4 hours
Description:	As businesses, including ours, flatten their organizational structures, employees are held more accountable for their actions, financial and otherwise. As competition increases for dwindling dollars, financial integrity and good business practices are vital to our company's success. This course is designed to enhance the participants' general knowledge and understanding of the legal and ethical responsibilities and accountability when working under government contracts. The course moves from general concepts about business ethics to specific criteria and information using the example of determining what are and are not allowable costs. Specifically addressed are the importance of ethical business conduct; the differences among what is legal, ethical, and moral; as well as where guidance can be obtained in areas such as conflict of interest and cost allowability. Instructional techniques used include: exercises, discussion, question and answer, video, and lecture.
Topical Outline:	• Ethics: — Why ethics? — Codes of conduct/applied ethics — The WHC commitment — Accuracy and compliance • Allowable Costs: — What is an allowable cost? — Criteria for determining allowability — Current political climate • Summary: — Resources/roles and responsibilities
Audience:	Anyone, but especially, managers and others in leadership roles and financial staff.
Prerequisites:	None

Courses Available

Course Title:	**Determining Funding Source** *(Formerly the Capital vs Expense module of "Charging Practices," 019000)*
Course Number:	019004
Cost:	$105
Length:	4 hours
Description	This is a financial course for anyone who desires to increase their awareness of the "color of money," how to determine (and spend) according to appropriate funding sources (capital vs expense). It also explains why using the proper funding source is important. The topics in this course are designed to move participants from very broad and general capital guidelines to specific criteria and information. This is achieved through exercises, discussions, question and answer, a game, and lecture.
Topical Outline:	• Determinations • Capital guidelines • Capital construction (Line Item (LI), Major Project (MP), General Plant Project (GPP), Small Project (SP)) • Capital Equipment Not Related to Construction (CENRTC) • Operating expense • Expense-funded capital • Funding issues (piece-mealing, funds authorization vs work authorization) • Capital closures
Audience:	New financial analysts, experienced financial analysts (as a refresher), and non-financial management and staff.
Prerequisites:	Recommended that participant complete "Business Ethics & Allowable Costs" (formerly the Ethics, and Allowable vs Unallowable Costs modules of "Charging Practices.")

Financial Curriculum, Continued

Courses Available

Course Title:	**Mechanics Of Activity Data Sheet (ADS) Preparation**
Course Number:	170884
Cost:	$200
Length:	8 hours
Description:	An introduction to Activity Data Sheet (ADS) process and preparation. Students will participate in hands-on and interactive exercises on the mechanics of ADS preparation, including the operation of the Environmental Planning Data System (EPDS).
Topical Outline:	• The major components of an ADS • Roles and responsibilities in the preparation of an ADS • Hands on experience with EPDS
Audience:	New and/or experienced financial staff or administrative support working with the Activity Data Sheet (ADS) submittal. This class is required for access to the ADS module of the Environmental Planning Data System (EPDS).
Prerequisites:	It is highly recommended that participants have enough time on the job to gain familiarity with some Hanford Site and WHC terms and processes. This course is required to obtain access to the ADS module of EPDS. Recommended that participant complete “Business Ethics & Allowable Costs” (formerly the Ethics, and Allowable vs Unallowable Costs modules of “Charging Practices.”)

Courses Available

Course Title:	**Rates**
Course Number:	019045
Cost:	$205
Length:	8 hours
Description:	This is a financial course for those whose job includes fiscal responsibility, especially for indirect budgets. Financial integrity in the workplace must include an understanding of what a rate is, why we have them, how they are calculated, how they are analyzed, why they are analyzed, their components, their types, and those who govern the establishment and use of rates. This one-day course will cover six types of rates through lecture, workshop exercises, and classroom discussion. Through the exercises, the students will be introduced to the mechanics of pool accounting including establishing budgets, setting rates, and analyzing financial results of pool operations. *Participants are asked to bring their calculators with them for workshop exercises.*
Topical Outline:	Types of rates to be covered: • Labor, including absence adders, continuity of service and overtime • Department overhead (DOH) • General and administrative (G&A)/Oversight (OST) • Site wide support pool (SWS) • Material procurement rate (MPR) • Service pools (e.g., support services, internal charges, IRM).
Audience:	Financial staff (new and experienced), managers of pools and/or department overheads, Cost Account Managers, or anyone who has to work with/understand the multiple rate structure used at WHC.
Prerequisites:	Knowledge of the basic difference between direct and indirect charges, as it is reviewed only briefly in this course. Also, knowledge of some basic financial terminology (e.g., FTE (full-time equivalent) and CE (cost element)) and a general understanding of the Financial Data System will be helpful. Recommended that participant complete “Business Ethics & Allowable Costs” (formerly the Ethics, and Allowable vs Unallowable Costs modules of “Charging Practices.”)

Financial Data System (FDS) Training

Overview

Financial Data System courses are offered in direct support of users of WHC's automated financial management system.

Points of Contact

Technical and Administrative POC

Chris Wiprud
Westinghouse Hanford Company
P.O. Box 1970, G1-76
Richland, WA 99352
voice: 509-376-0764
fax: 509-376-6294
e-mail: Christine_A_Wiprud@rl.gov

Scheduling/ Registration POC

Theresa Byrd
Westinghouse Hanford Company
P.O. Box 1970, G1-76
Richland, WA 99352
voice: 509-376-3113
fax: 509-376-6294
e-mail: Theresa_H_Byrd@rl.gov

Courses Available

Title:	**FDS Overview & FDS Soft Reporting**
Length:	4 hours
Course:	005005
Cost:	No fee
Frequency:	Offered Monthly
Description:	An introduction to the Financial Data System (FDS) and FDS Reports on Soft Reporting. Selected Management Control System (MCS) terms are also introduced. Specific topics include: FDS charge codes, cost element codes, organization cost codes, FDS system modules, and the FDS report structure. Also included are hands-on practice selecting and generating FDS reports from Soft Reporting, interpreting report data, and printing reports. Attendees should know how to use the Soft Reporting application before attending this class. (Prerequisites: None)

Financial Data System (FDS) Training, Continued

Courses Available

Title:	**FDS Financial Reporting**
Length:	4 hours
Course:	005023
Cost:	No fee
Frequency:	Offered Monthly
Description:	Demonstrates the use of FDS on-line reporting and how to assemble data for clear and meaningful reports. Also includes hands-on practice of logging on/off the system, inputting work order data, and correcting unmatched & reject costs. A discussion of the application process for obtaining a FDS user ID and password is also provided.
Prerequisites:	FDS Overview and FDS Soft Reporting Crs #005005, [Required for FDS password/ID access. THIS CLASS WILL PROVIDE THE USER WITH FDS REPORTING, WORK ORDER, AND REJECT CAPABILITIES WITH APPROVAL OF THE APPROPRIATE FINANCIAL MANAGER!]

Title:	**FDS Performance Report Writer**
Length:	4hours
Course:	005070
Cost:	No fee
Frequency:	Upon request
Description:	This class provides hands-on practice of the Financial Data System's Performance Report Writing Utility. Students will obtain experience working with the five report parameter screens used to generate a customized Performance Report on the FDS. Through practice/demonstration, students will learn how to select different report formats, reporting selection levels, customized programmatic and/or organizational performance data, and different subtotal levels.

Financial Data System (FDS) Training, Continued

Courses Available

Title:	**Correcting Unmatched/Reject Cost Records**
Length:	4 hours
Course:	019025
Cost:	No fee
Frequency:	Upon request
Description:	In-depth discussion of how to correct/clear rejected or unmatched cost records using the applicable Financial Data System screens/reports. Included are classroom demonstrations designed to assist students in tracking down the origin of simulated reject/unmatched records though analysis and investigation of a variety of inter-related financial feeder system reports. Answers to: "What are rejects/unmatched records?" "How do they occur?" and "How to read/interpret E8xx Reports" are provided.

Title:	**FDS Budgeting**
Length:	16 hours
Course:	005060
Frequency:	Offered Monthly
Description:	Indepth look at developing Cost Account Plans (CAPs) for overhead budgets, direct program budgets, internal cost pool budgets, and capital budgets. Hands-on practice entering header information; time-phasing cost elements, entering milestones; approving, revising, and repricing CAPs. FDS control tables are reviewed. Capital budgeting topics include the use of multi-year budgets; funding year/version year/cost element year; proper WBS coding for capital projects; Cost Account Authorizations and Closure Requests.
Prerequisites:	FDS Overview & FDS Soft Reporting Crs #005005, FDS Financial Reporting Crs #005023, MCS-4 Crs #010320; [THIS CLASS WILL PROVIDE THE USER WITH FDS BUDGET DEVELOPMENT & APPROVAL CAPABILITY WITH APPROVAL OF THE APPROPRIATE FINANCIAL MANAGER!]

Planning & Management Control Systems (MCS) Training

Overview

WHC's Management Control System (MCS) provides the program/project offices and responsible organizations with the methods for planning, authorizing, and controlling their work so that it can be completed as defined, on schedule, and within budget. The courses below are offered in direct support of MCS, with additional courses in support of scheduling theory and hands-on, in particular.

Points of Contact

Technical POC

Bill Floberg
Westinghouse Hanford Company
P.O. Box 1970, B2-21
Richland, WA 99352
voice: 509-376-8327
fax: 509-376-2195
e-mail: William_C_Floberg@rl.gov

Instructional Design/ Administrative POC

Gary Bush
Westinghouse Hanford Company
P.O. Box 1970, G6-64
Richland, WA 99352
voice: 509-372-2531
fax: 509-376-7418
e-mail: Gary_R_Bush@rl.gov

Scheduling/ Registration POC

Quality Training & Resource Center (QTRC)
Westinghouse Hanford Company
P.O. Box 1970, G6-64
Richland, WA 99352
voice: 509-376-7117
fax: 509-376-7418

Planning & Management Control Systems, Continued

P&MCS Audience

P & MCS Curriculum
(Recommended Sequences for Various Audiences)

General Audience	MCS Product Users	MCS Developers & Managers	Scheduler & Planner PX Users
MCS Fundamentals	MCS-1 PARS	MCS-4 PARS Basic Scheduling Log Dev/Res Load ABC Estimating Std Sched Sys Mmgt (Mgrs only)	MCS-4 PARS Basic Scheduling LOg Dev/Res Load ABC Estimating Basic PX Advanced PX

Courses Available

Course Title:	**Management Control System Fundamentals (MCS Fundamentals)**
Description:	Describes in summary form, the processes used to manage the cost and schedule of work performed for DOE. Emphasis on WHC MCS description (WHC-EP-388) and procedures (WHC-CM-2-5).
Audience:	This course is designed for those who aren't involved in the details of developing, managing, and/or using the products of the MCS.
Length:	4 hours
Cost:	$122 per person
Prerequisites:	None
Challenge Test:	None available

Course Title	**Management Control System-Module 1 (MCS-1)**
Description:	Using lecture and discussion, provides an overall presentation of MCS, its implementation at WHC, and a review of the specific functions used to produce and maintain credible performance measurement baselines.
Audience:	This course is designed for those who use products of MCS but are not involved in the details of developing or managing the products of MCS.
Length:	8 hours
Cost:	$243 per person
Prerequisites:	None
Challenge Test:	None available

Planning & Management Control Systems, Continued

Courses Available

Course Title:	**Management Control System-Module 4 (MCS-4)**
Description:	Provides an indepth presentation of MCS, detailed review of the specific functions necessary to produce/maintain credible performance measurement baselines. Instructor uses lecture, discussion, and case study exercises.
Audience:	This course is designed for those managers and their support staff who are involved in the details of preparing cost estimates, planning, and budgeting as well as cost estimating staff (cost account managers, schedulers, analysts, etc.).
Length:	16 hours
Cost:	$492 per person
Prerequisites:	None
Challenge Test:	None available

Course Title:	**Project Analysis & Reporting System (PARS)**
Description:	Introduction to the PC-based Project Analysis & Reporting System (PARS). PARS can be used to create graphical output, VARs, detailed labor and material reports, OBS and WBS outputs, forecast future trends, and produce standard tabular reports.
Audience:	This course is designed for managers and their support staff who are involved in the details of preparing cost estimates, planning, and budgeting as well as cost estimating staff (cost account managers, project control analysts, etc.).
Length:	8 hours
Cost:	$259 per person
Prerequisite:	MCS-1 or MCS-4
Challenge Test:	None available

Courses Available

Course Title:	**Basic Scheduling**
Description:	Introduction to basic scheduling including terminology, concepts, formats, and symbologies, with emphasis on critical path method (CPM).
Audience:	This course is designed for those managers and their support staff who are involved in the details of preparing cost estimates, planning, and budgeting as well as cost estimating staff (schedulers, analysts, etc.).
Length:	8 hours
Cost:	$290 per person
Prerequisite:	None
Challenge Test:	Available

Course Title:	**Logic Development and Resource Loading (Logic Dev/Res Load)**
Description:	Covers application of resources to logic-based network schedules, integrated baseline development and effective resource utilization.
Audience:	This course is designed for those managers and their support staff who are involved in the details of preparing cost estimates, planning, and budgeting as well as cost estimating staff (schedulers, analysts, etc.).
Length:	8 hours
Cost:	$290 per person
Prerequisite:	Basic Scheduling
Challenge test:	Available

Course Title:	**Activity-Based Cost and Schedule Estimating(ABC Estimating)**
Description:	This course is designed to provide the student with required skills, knowledge, and information to develop an Activity-Based Cost Estimate that is technically complete, fully documented, and defensible.
Audience:	This course is designed for those managers and their support staff who are involved in the details of preparing cost estimates, planning, and budgeting as well cost estimating staff (planners, schedulers, project control analysts, etc.).
Length:	8 hours
Cost:	$145 per person
Prerequisite:	MCS-4
Challenge test:	None available

Planning & Management Control Systems, Continued

Courses Available

Course Title:	**Standard Scheduling System Management (Std Sched Sys Mgmnt)**
Description:	Analysis/interpretation of available scheduling information for decision making.
Audience:	This course is designed for WHC and DOE-RL managers who are involved in the details of preparing cost estimates, planning, and budgeting.
Length:	4 hours
Cost:	$145 per person
Prerequisites:	None
Challenge test:	None available

Course Title:	**Basic Custom Project/2 Series X (PX Basic)**
Description:	Introduction to the use and company application of the PX scheduling software.
Audience:	Designed for primarily for scheduler and planner P/X users. Those managers and their support staff involved in the details of preparing cost estimates, planning, and budgeting as well as cost estimating staff may also find this training helpful.
Length:	16 hours
Cost:	$543 per person
Prerequisites:	MCS-4, Basic Scheduling, Logic Development and Resource Loading
Challenge test:	Available

Course Title:	**Advanced Custom Project/2 Series X (PX Advanced)**
Description:	Advanced techniques in the use and company application of the P/X scheduling software.
Audience:	Designed primarily for scheduler and planner P/X users. Those managers and their support staff involved in the details of preparing cost estimates, planning, and budgeting as well as cost estimating staff may also find this training to be helpful.
Length:	16 hours
Cost:	$415 per person
Prerequisite:	PX Basic
Challenge test:	None available

Procurement Training

Overview

As the Site moves more and more toward outsourcing and privatizing, the Procurement & Materials Managment organization offers the following courses as a service to its internal and external customers.

Point of Contact

Don Paye
Westinghouse Hanford Company
P.O. Box 1970, G1-57
Richland, WA 99352
voice: 509-376-9457
fax: 509-376-0880
e-mail: Donald_D_Paye@rl.gov

Courses Available

Course Title:	**Effective Requisitions**
Description:	A joint QA-PMM workshop to help company employees understand what the purpose of the requisition is and how to prepare it correctly.
Audience:	Directed to people who are responsible for preparing Purchase Requisitions, defining technical or quality requirements for outside procurement, or approving outside procurement actions. The coverage includes the contents of the requisition, the description of work, and the purpose and use of quality assurance clauses.
Cost:	No fee
Other Information:	This course is undergoing revision. Expect to resume in 1995.

Course Title:	**Procurement System Overview-Customer Groups**
Description:	“Tailored” presentations given by one or more Purchasing persons to customer groups of various size. The purpose is to explain how the procurement system works (or is likely to work) for the kinds of procurement requirements they have to deal with. It focuses on how to write a complete purchase requisition, how to write descriptions or statements of work, and what kind of supporting information or documentation will be needed. The subjects of competition, non-competitive procurement, unauthorized procurements, and emergency requisition justification are always covered.
Audience:	Customer groups
Cost:	No fee

Courses Available

Course Title:	**Service Contracting**
Description:	Emphasizes the need for understanding the procurement environment in which service contracting must be conducted and the need for requestor Purchasing planning and cooperation to assure minimal loss of time in acquiring services from outside sources. Includes brief informational presentations from knowledgeable Purchasing managers and specialists on subjects related to procurement planning; schedules, sources, types of contracts. A major portion of the planning coverage is devoted to a presentation on preparing statements of work. The afternoon portion of the program is devoted to the subject of proposal evaluation. The subject is covered in two blocks, one dealing with evaluation under conditions in which price competition exists, and the second to conducting evaluations when competition does not exist and technical evaluators will need to evaluate qualitative and quantitative price factors.
Audience:	Although written primarily for technical managers and specialists, purchasing managers and procurement specialists are also encouraged to participate to permit opportunities for direct discussions between technical and Purchasing people.
Length:	1 day, workshop format
Cost:	No fee

Course Title:	**Statement of Work Assistance Workshops**
Description:	Workshops held as needed, or requested, to help requisitioners, user organizations, or technical people write specific statements of work for procurements in which they are personally involved. Purchasing provides a classroom, a facilitator, and qualified “coaches” to assist individual participants or small homogeneous groups. If requested, a review of the statement of work material from the Service Contracting workshop can be conducted.
Cost:	No fee

Procurement Training, Continued

Courses Available

Course Title:	**Buyer Technical Representative (BTR) Training**
Description:	An extension of the Service Contracting workshop into the tasks that may need to be performed during the post-award period of time for (primarily) service contracts.
Audience:	Procurement specialists and the BTR appointed by them (or designated by WHC in a subcontract) review and discuss situations they may face after a major subcontract is awarded. Such actions include contract closure.
Frequency:	The workshop is scheduled monthly, but is also available for small groups on request of purchasing managers and/or procurement specialists.
Format:	Discussion-type workshop
Cost:	No fee

Course Title:	**Procurement System Overview-Sellers**
Description:	A structured presentation made to groups of potential sellers interested in selling products and services to WHC or to the Hanford Site in general. These are organized to address the specific groups of people or businesses which request the presentation, or are developed for larger groups with diverse interests, such as those attending the "Partnerships in Trade" conference.
Cost:	No fee

Property Reutilization & Disposal Training

Point of Contact	Ed Foss Westinghouse Hanford Company P.O. Box 1970, G1-19 Richland, WA 99352 voice: 509-376-2428 fax: 509-376-6958 e-mail: Edward_M_Foss@rl.gov
Course Available	Course Title: **Property Reutilization and Disposal** Description: Covers all aspects of document preparation, special handling, export control issues, transfers, and public sales. Audience: Anyone involved in the preparation of excess documents or with vested interest in the surplus disposal program. Cost: No fee

Waste Isolation Pilot Program (WIPP)

Overview	The Waste Isolation Pilot Program (WIPP), located in Carlsbad, New Mexico, currently offers one course in financial management.
Point of Contact	Marty Gonsales Waste Isolation Pilot Plant P. O. Box 2078 Carlsbad, NM 88270 voice: 505-234-8398 fax: 505-885-8802 e-mail: gonzalm@wipp.carlsbad.nm.us
Course Available	Course Title: **Indirect and Unallowable Costs**

Westinghouse Savannah River Company (WSRC)

Financial Training Program

Overview

Westinghouse Savannah River Company is located in Aiken, South Carolina. Their financial management program is outlined below. The WSRC course development team has used very innovative teaching methods to deliver their training, i.e., "game" boards, maps, and other visual aides.

Point of Contact

Jarrett Franklin
Westinghouse Savannah River Company
1993 South Centennial Ave.
Aiken, SC 29803
voice: 803-644-6394
fax: 803-644-6470

Courses Available

Course Title:	**Product Orientation**
Developed:	May 1993
Participants:	Financial Personnel (Non-Production personnel)
Objective:	Provide a basic understanding of the DOE Nuclear Weapons Complex, how products flow through the Complex, Savannah River Site's role in the Complex, processes at the Savannah River Site, and how Budget & Reporting Codes provide funding to the Savannah River Site.
Prerequisites:	None
Media:	Course uses large map with symbols designating DOE sites, boxes and objects representing products (i.e., a catfood can represents tritium), colored monopoly money and several overhead slides.
Course text:	Illustrated, 50 pages
Course length:	3 hours

Financial Training Program at WRSC, Continued

Courses Available

Course Title:	**Federal Budget Process**
Developed:	July 1993
Participants:	Financial Personnel (Can be used for most personnel)
Objective:	Demonstrate a basic understanding of the Federal Budget Process, focusing on key participants and their roles and responsibilities in the process and on the major milestones and concepts associated with Federal budgeting.
Prerequisites:	None
Media:	Course uses large “monopoly board” squares with symbols designating significant dates and events in the Federal Budget Process, a $25,000 dollar pyramid to illustrate the execution phase, and a large jeopardy board used for the audit and review phase. Posters and handouts are used to support information.
Course Text:	Illustrated, 77 pages
Course Length:	4 hours

Course Title:	**WSRC Accounting Systems**
Developed:	February 1994
Participants:	Financial Personnel (Can be used for most personnel)
Objective:	Demonstrate a basic understanding of the WSRC Accounting System focusing on key participants and their roles and responsibilities in the system and on the major milestones and concepts associated with the Accounting System. Focuses on the feeder systems.
Prerequisites:	None
Media:	Course uses large “accounting pursuit” (i.e., trivial pursuit) board with wedges signifying each participant has acquired a basis understanding in each of the accounting process areas. Overhead slides are used to support information.
Course Text:	Illustrated, 154 pages
Course Length:	6 hours

Financial Training Program at WRSC, Continued

Courses Available

Course Title:	**Project Classification & Funding Criteria**
Developed:	March 1994
Participants:	Financial Personnel
Objective:	Demonstrate an understanding of the rules for classifying and capitalizing projects and activities, focusing on the key criteria and determination factors as well as on the DOE and WSRC resources available in the decision-making process.
Prerequisites:	None
Media:	Course uses large citation car and slide projector simulating a drive across the Savannah River Site. Slides depicting road signs are used to teach rules, concepts and DOE orders, and actual picture slides of examples are used to illustrate. Slides and posters are used to support information.
Course Text:	Illustrated, 46 pages
Course Length:	3.5 hours

Course Title:	**Encumbrance Reporting System**
Developed:	Currently scheduled for completion, August 1995
Participants:	Financial and Procurement Personnel
Objective:	Demonstrate an understanding of the encumbrances, the encumbrance reporting system and the roles and responsibilities of key personnel in the encumbrance process. The encumbrance reporting system measures the level of encumbrances (commitments) of the Savannah River Site.
Media:	Currently under development
Prerequisites:	None
Course Text:	Draft - Illustrated, 87 pages
Course Length:	4 hours - proposed

Financial Training Program at WRSC, Continued

Courses Available

Course Title:	**Rate Development and the Consolidated Labor System (CLS)**
Developed:	Currently scheduled for completion, August 1995
Participants:	Financial Personnel
Objective:	Demonstrate an understanding of rate development, be able to analyze variances and know the roles and responsibilities of key personnel in the rate development process as it applies to the Savannah River Site.
Prerequisites:	None
Media:	Currently under development
Course Text:	Draft - Illustrated, 24 pages
Course Length:	4 hours - proposed

Index

A

B

C

D

E

F

G–L

M

N–P

Q–R

S

T

U–W

X–Z